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THE FINANCING OF INTERCOLLEGIATE ATHLETICS IN SELECTED WESTERN CANADIAN UNIVERSITIES 1970 TO 1981

by

Richard H. A. Shaver

A THESIS

SUBMITTED TO THE FACULTY OF GRADUATE STUDIES

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REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS

DEPARTMENT OF PHYSICAL EDUCATION

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Supervisor

DATE Oct. 8 1982

DEDICATION

To my wife, my mother and my father for their love, support and encouragement.

ABSTRACT

The degree of financial difficulty experienced by intercollegiate athletic programs in western Canadian universities reached unprecidented proportions in the years between 1970 and 1981. The purpose of this study was to examine the causes of intercollegiate athletic financial difficulties and the methods employed to contend with them from 1970 and 1981 as perceived by athletic administrators in selected western Canadian universities.

In an attempt to provide dimension to the study, organizational and financial histories of intercollegiate athletics were presented. Further specific detail was provided with respect to the financing of intercollegiate athletic programs in Canada and the United States during the 1960's and 1970's.

A five part questionnaire was developed and directed to athletic administrators in selected universities in western Canada. The study requested that respondents rate the importance of various budget funding sources, budget pressures and the methods employed to contend with budget difficulties in their universities. The study period covered selected scholastic years between 1970 and 1981. Upon compilation of all questionnaire data related to the financing of intercollegiate athletic programs, the following significant information can be surmized:

1. The federal government, over the twelve year period, grew from an insignificant source of budget funds to become an important source of budgetary funds for the universities involved in the study.

2. Gradually over the decade, the responses of athletic administrators reflected an increased awareness of the importance of increasing self generated funds such as donations and sponsorships to offset the high costs of running their program.
3. Inflation was ranked by athletic administrators as the most significant pressure to affect their budgets during 1970-1981.
4. The most difficult academic year for western Canadian athletic administrators to accommodate program requests with available funds was 1976-77.
5. The decade saw the disappearance of the athletic department reserve fund which some universities had been able to accumulate over previous decades.
6. The universities, during this decade, grew more dependent on the university general funds to subsidize their intercollegiate athletic programs, rather than attempting to increase admission fees to events and/or increase student athletic fees.
7. The results of the study suggest that the most popular method of dealing with the deficit accrued by budget overrun was to draw from internal university sources such as the Dean's account, President's account or Board of Governor's account. This solution increased in frequency during the observed years of the decade.

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CHAPTER 1

INTRODUCTION

INTRODUCTION

Intercollegiate athletic programs in Canadian universities have developed and changed dramatically during the twentieth century. Intercollegiate athletics began as student initiated activities and as time progressed evolved into friendly competitions between neighbouring institutions (Fairs, 1971: 44). Before long, university athletics were an integral part of the Canadian sports scene - from St. John's Newfoundland to Victoria, British Columbia.

Canadian universities that have participated in intercollegiate athletics during the last one hundred and ten years have operated their programs within a large spectrum of financial and social conditions. Prior to 1900, the few established Canadian universities participated in a loose arrangement of sport activities. Universities in close geographic proximity competed in sports such as hockey, rugby football, track and field, and soccer (Cox, 1969).

The eras following both World War I and World War II reflected an increased interest and expansion in intercollegiate athletic programs in Canadian universities. The influx of former servicemen onto the campuses after these global conflicts brought renewed vigor and enthusiasm to the sports programs (Moriarty, 1971).

Between 1945 and 1955, Canadian college football provided spectator appeal and revenue generating ability for a number of

universities. It would appear that this sport allowed universities to expand other existing sports programs and add further intercollegiate sports teams (Moriarty, 1971).

The years between 1960 and 1970 were characterized by great expansion in post secondary education. In order to keep pace with a growing Canadian population, universities grew rapidly and received increased government funding. Intercollegiate athletic programs across the country also benefited from program expansion for example in 1969 the University of Alberta operated 14 intercollegiate teams for men and 13 for women. These sports teams included such sports as hockey, soccer, swimming, and golf, for men and figure skating, volleyball, badminton, and gymnastics for women (WCIAA, 1968; Appendix H).

In the ensuing decade, from 1970 to 1980, declining student enrollments, decreased government funding to post secondary institutions and the high program costs such as travel and equipment purchase attributed to high economic inflation levels, all contributed to a sharp reversal of the financial prosperity and growth of intercollegiate athletics. In 1974, A.W. Mathews stated that: "the problems associated with the financing of intercollegiate athletics are of mounting concern to those whose responsibility it is to plan and operate the programs" (1974: 5). In recent years the cost of financing intercollegiate athletic programs has become an ever increasing problem for many universities and colleges in Canada and the United States (Frey, 1980).

The financial difficulties and the resulting deficits which emerged in athletic departments in Canadian universities in the 1970's forced dramatic program changes. Intercollegiate athletic administrators were pressed to find additional funding sources to match the deficits or conversely, were forced to make prolific changes or deletions to meet their funding levels. During the 1977-78 academic year, the University of Alberta Athletic Department budget deficit amounted to $114,000 while the same department at Carlton University in Ottawa had a $49,000 shortfall during the 1978-79 academic year. The University of Toronto was $40,000 short of reaching their budget target in the same academic year (CIAU Newsletter 1978).

During the 1971-1975 period, forty-two sports teams were discontinued at universities in the Ontario Universities Athletic Association (Moriarty, 1976: 23). In western Canada, similar program de-emphasis by the Canada-West Universities Athletic Association (CWUAA) and the Great Plains Athletic Association (G-PAC) was just as severe (Shields, 1978). The University of Calgary was forced to delete twelve sports from its program between 1972 and 1977 (Thompson, 1977).

In the five years between 1972 and 1977, the intercollegiate travel budget at the University of Winnipeg increased from $35,235 to $54,100 (Pruden, 1977). Overall the financial commitment necessary for western Canadian universities to compete in intercollegiate athletics increased on the average of fifty-nine percent between 1972 and 1977 (Shields, 1978: 6). The University of Regina, unable to meet this required commitment to the G-PAC

withdrew from participation and did not return until 1977 (Shields, 1978: 5).

In order for intercollegiate athletic programs in Canadian universities to survive during the period from 1970 and 1981, athletic administrators have had to deal with financial and social factors and pressures which have threatened their programs. In order to maintain viable programs they have had to react and cope in a number of ways. It is hoped that this study will provide insight into this situation.

STATEMENT OF THE PROBLEM

The purpose of the study, therefore, is to describe and analyze potential program factors and pressures which could be determined as causal to the financial deficit situation on intercollegiate athletic programs in selected western Canadian universities between 1970 and 1981 as perceived by athletic administrators. Further, the study will describe and analyze methods of contending with budget overruns and difficulties in selected western Canadian universities between 1970 and 1981 as perceived by athletic administrators.

LIMITATIONS

Intercollegiate athletics in Canada and United States in many ways have followed divergent and incomparable paths. In the area of program fiscal development, however, the majority of Canadian and American universities have faced similar problems and difficulties. Institutions on both sides of the border have been

faced with various degrees of deficit, financial restraint and monetary cutbacks in the decade of the seventies (NCAA News, 1980).

This study focuses primarily on intercollegiate sports in Canada. The abundance of pertinent American intercollegiate literature, however, warrants investigation and review. The intra-institutional problems relating to the funding of intercollegiate programs and the external pressures associated with fiscal inflation have been experienced by universities and colleges in both Canada and the United States. Literature regarding Intercollegiate Athletic fundings from American sources will provide an added dimension to the Canadian situation.

This study has been designed for selected intercollegiate athletic programs in western Canada. All universities are member institutions of either the Great Plains Athletic Conference (G-PAC) or the Canada West Universities Athletic Association (CWUAA). Further the institutions chosen for the study all meet a minimum criteria of monetary and program commitments.

The respondents to this study have been requested to provide a specific amount of information relating to their perceptions of situations which occurred during a twelve year period. The respondents were requested to limit their research to a reasonable amount of time and effort in order to provide answers for the questionnaire. They were asked to render their best estimation and recollection of situations that prevailed in each of the time periods. The recall of the respondents will be a limiting factor.

The results of this study are indicative of universities in Western Canada which have an enrollment of at least 10,000

students, are members of the Canadian Inter-University Athletic Union, field a total of ten men's and women's intercollegiate teams and participate in the Western Intercollegiate Football League. These factors would seem to make survey group homogenous in nature.

THE NEED FOR THE STUDY

It would appear that the most critical dilemma with which athletic administrators have had to contend is the athletic budget procedure. In Canadian universities, financial problems associated with the athletic budget were of mounting concern between 1970 and 1981 (Mathews, 1974).

Intercollegiate athletic programs in Canada have experienced increasing difficulty when attempting to meet program needs with the required monetary funds. Further, difficulty has been experienced when attempting to keep annual intercollegiate expenditures within allocated budgets. Extensive literature documents these facts adequately and offers numerous solutions to these dilemmas. There is little evidence, however, of studies which focus on how an athletic administrator manages the financial aspects of a university intercollegiate program over a given number of academic years.

It is suggested that collective and significant responses of athletic administrators, identifying yearly changes, similarities and noticeable trends over the decade from 1970 to 1981 may provide insight into the intercollegiate athletic budget processes in selected western Canadian universities. Further, this information

should give some understanding of previous administrative budgets as well as provide some indication of future trends in the area.

DEFINITIONS

For the purpose of this study, the following terms have been defined:

Intercollegiate Athletic Program: This term refers to the sports teams and total range of individual sports sponsored and designated to compete for a university against another university sports team or individual.

Intercollegiate Athletic Budget: The budget which "outlines income and expenditures stating the financial position of an athletic department for a specific period of time based on estimates and ways for financing expenditures during that period" (Resick, 1975: 96).

Inflation: "A persistent tendency for the general level of prices to rise" (Trevithick, 1975: 1).

THESIS FORMAT

In order to address this issue as it relates to intercollegiate athletics in a logical comprehensive manner, the author has employed a thesis format which gives full insight into the topic as well as a clear indication of the method of the research. Chapter II contains financial and organizational histories of intercollegiate sports in Canada and Chapter III the same for the United States. This material imparts an historical

perspective to this study as well as an organizational and financial preamble.

In Chapter IV, the reader is provided with an understanding of how intercollegiate athletics in Canada and the United States have been financed. Further insight is given into fiscal and social pressures which have caused financial difficulties in intercollegiate athletic programs. This Chapter also attempts to reveal how Canadian and American universities reacted to these pressures and how these responses led to financial difficulty from 1960 to 1980.

Chapter V focuses on identifying the reserach procedure. The objective of the study is delineated here. This is followed by the criteria used to select the respondents and institutions. Further detail in Chapter V outlines the questionnaire procedure along with the methods of scoring the questionnaire data.

The results of the questionnaire administered to athletic administrators in selected western Canadian universities have been fully graphed, charted, analyzed, and interpreted in Chapter VI.

Annual percent responses of the scale values for each of the questions has been documented. Each section of the questionnaire has been graphed and charted according to the mean scale value of each in order to extract trends and occurrences.

Chapter VII consists of a summary of the research as well as an attempt to draw conclusions and recommendations for further study based on the information gathered.

CHAPTER II

ORGANIZATIONAL AND FINANCIAL HISTORY OF INTERCOLLEGIATE ATHLETICS IN CANADA 1871-1981

Intercollegiate Athletics have played a unique and instrumental role in the development of Canadian universities for over a century.

The Canadian Interuniversity Athletic Union (CIAU) has evolved from its embryonic triad state in 1906 consisting of Queen's University at Kingston, Ontario, McGill University of Montreal, Quebec, and University of Toronto in Toronto, Ontario to embodying forty-six institutions from the University of Victoria in Victoria, British Columbia to Memorial University in St. John's, Newfoundland.

Intercollegiate sports, unlike most phases of the University education sphere, was not brought about solely by the educators but primarily by the students themselves:

> Historically, it is clear that intercollegiate athletics originated and flourished as a student initiated non-education, extracurricular activity. In short, athletics was the enterprise of the students and was external to the educational process (Fairs, 1971: 44).

Most of the universities in the early nineteenth century were dominated by the Church which strictly adhered to the belief that "all physical pursuits were unnecessary and frivolous diversions to the education purpose" (Mathews, 1974: 8). A student's

extracurricular time was well looked after, and allowed for few alternatives to academic and religious commitments.

> The extracurricular religious activities included three major ingredients every week. Sixteen compulsory chapel exercises per week (two daily, one at six in the morning and another at five in the afternoon) plus four services on Sunday and four voluntary noon prayer meetings weekly, (Fairs, 1971: 55).

Thus it would appear logical that the students were unable to develop sport at this time with such religious restraints confining their time and directing their activity.

> Since Canadian and American institutions of higher learning were controlled by theologian educators until the last few decades of the 19th century, it was inevitable that college athletics would not appear on the scene before that time (Fairs, 1971: 53).

As church control lessened in the latter decades of the 19th century in Canada, there was an increased secularization of education. The emphasis was more on job preparation and research rather than on soul saving and mind training. Instead of churchmen presiding over universities, governing boards began to take over with businessmen holding the various positions of responsibility and control. This change in emphasis allowed for the relaxation of the strict religious control of the extracurricular lives of students resulting in the religious void being filled partly with various forms of physical competition and play:

> In our Canadian universities during the early and middle years of the nineteenth century, increased numbers of young people began attending classes and as usually happens when youth gather in large numbers they play and enjoy themselves. This games playing eventually developed into rather loosely organized but nonetheless very competitive, athletic contests between classes and residences within colleges and universities (Mathews, 1974: 5).

The concept of athletics and sports in universities was nurtured by the popularity of sport in society in the second half

of the nineteenth century. The increased amount of leisure time and the lure of rural people to the urban setting, resulted in a demand in cities such as Montreal, Toronto, and Halifax for sports clubs and various forms of competition. The universities were often instrumental in the development of sport and games.

> During this period of rapid sports development, the schools and universities were often the nurseries in which new games were practiced and then spread into the community (Cox, 1969: 391).

Since so many Canadian universities had adopted the traditional British academic base, it would seem only natural for them to indulge in the various extracurricular activities such as rugby football, and cricket that were common in British universities. "Prior to 1876, the chief athletic game in Wolfville and on the Acadia campus was the English game of cricket" (Longley, 1939: 100). "In 1862 members of Bishop's University played on a Lennoxville cricket team which played and beat Sherbrooke." (Masters, 1950: 57).

The earliest organized forms of athletic endeavor at Canadian universities were the annual sports days that took place in the early 1860's at McGill University and the University of Toronto: "A half holiday was always declared and a large attendance in which ladies were prominent was always expected" (Reed, 1944: 31).

Reed recounts an 1871 Globe and Mail article where "the games" at the University of Toronto are described in full detail:

> Throwing the cricket ball, putting the stone, the high jump with a pole, kicking the football, the three legged race, the stranger's race. There was a 220 yard race in heavy marching order for members of the University rifle company (Reed, 1944: 147).

Before 1879, the primary sport of the universities, Toronto, McGill and Queen's was rugby football. In the Queen's Journal before 1880, the only mention of any other game besides football was the proposed forming of a curling club in 1879. "Football was well established before hockey was even invented" Calvin, 1941: 280).

Prior to 1882, rugby football was the only organized sport played at Dalhousie University in Halifax. Cox quotes an 1873 article in the Dalhousie Gazette.

> Dalhousie College is greatly in need of a good athletic club. Football is the only physical exercise we seem to care much about. When the snow comes even this has to be given up (Cox, 1969: 398).

In an article by R. Tait McKenzie entitled "Rugby Football in Canada 1891" he reports on the first game of Canadian rugby football played in 1865. "The game was between a team of officers from English regiments garrisoned in Montreal and a team of civilians mostly from McGill University" (Dominion Illustrated News, 1898).

"From the 1865 game evolved interfaculty rugby at McGill where in 1873 the McGill arts faculty defeated science one touchdown to none. The English rugby rules were used" (Cosentino, 1969: 13).

The year 1874 was a pivotal year for university sports in Canada and the United States. McGill University and Harvard University met in an historic match which was instrumental in the development of future intercollegiate and international competitions.

In the fall of 1874 the Queen's University football team journeyed to Toronto and was beaten twice (Calvin, 1941: 280).

Many Canadian Universities and Colleges, including Dalhousie University, Manitoba College, Acadia University, Royal Military College, Ottawa University, Trinity College and Victoria College had varying degrees of intercollegiate sports programs during this period, "but the major contributions to the national sports scene came from the big three, McGill University, Queen's University, and the University of Toronto" (Roxborough, 1966: 158).

The first organized intercollegiate event in Canada occurred at Victoria College where a "tournament" was held in 1879. Contestants from Rochester, Syracruse, Queen's University, Albert College, Knox College, Toronto University, Trinity College School, and Trinity Medical School, competed in various games of association football.

"The tournament which was held on Thursday and Friday of last week will have a place in the history of the association game in Canada. It is also of interest as being the first inter-collegiate meeting of the kind which has been attempted in this country" (Globe and Mail, November 4, 1879: 4).

In 1880, the Queen's Journal appealed for "a university football association" to unify colleges for the purposes of playing rules management; competition sites and schedule formulation (Calvin, 1941: 280-292).

Before interuniversity sports organizations were allowed to develop, the universities had to organize themselves at the school level. On December 4, 1886 an athletic constitution was proposed at the University of Toronto which called for:

> an athletic constitution which would bind the students closer together and foster sport around the university. Athletics

> were increasing in popularity and it was obvious that sooner or later a responsible controlling body would be necessary (Reed, 1944: 7).

This proposal called for the six existing clubs at the University of Toronto to unite under one association. At Acadia University in Wolfville, a similar situation occurred when the athletic societies merged into the Amateur Athletic Association of Acadia and "the new society promoted football, baseball, tennis and other activities" (Longley, 1939: 101).

It is evident that athletics in the nineteenth century evolved as a result of student initiative and control rather than institutional sanction or support (Mitchelson, 1975: 1).

> They developed spontaneously as a satisfaction of student hunger for competition and expression. For a time they were strictly student enterprises. Eventually the sports programs were recognized and adopted by educational institutions and athletic boards were set up and establish control (Romney, 1949: 86).

As intercollegiate rivalries grew and geographical boundaries of competition were extended, monetary consideration relative to institutional sporting interests became an important consideration. In the Maritimes, intercollegiate competition was not organized with predetermined schedules but rather held on an invitational basis in the 1890's. "In Nova Scotia games were played between King's College, Dalhouse, Acadia, and St. Francis Xavier; in New Brunswick between the University of New Brunswick and Mount Allison" (Mathews, 1974: 8). In the 1890's at the University of New Brunswick, as registration increased, athletics came to a fore and matches began to be played away from home (Bailey, 1950: 110).

Since intercollegiate sports and athletics had initially developed from the students' extracurricular interests,

administrators at the University of Toronto felt that the students should pay for them.

> In 1879 Prof. sic James Loudan secured the passage of a student petition (which he allegedly motivated) calling for the student assessment of $1.00 per student in yearly fees, with the university providing matching fees ($400 total) to equip the old medical building (Moriarty, 1971: 53).

With the growing commitment to intercollegiate athletics, it was important for institutions to have some form of guaranteed income.

> Since athletics was considered an unofficial non-academic part of student life, university authorities consequently placed the onus directly on the students. In order to provide the machinery for the financial support and the rational administration and organization of the athletic program, colleges and universities permitted a structure known as a student athletic association to emerge (Fairs, 1971: 58).

Moriarty, in his "Organization History of the CIAU Central" thesis reported that "By 1898-99 the Queen's University Athletic Committee had a budget of $2,033.07 which included:

$883.11 for hockey
$432.32 for football
$106.25 for track and field
$277.68 for campus tennis, courts and the gymnasium.

Additional sources of intercollegiate funding began to emerge at this time in the form of gate receipts. Gate revenue was obtained in the 1898-99 Queen's sports season.

> From intercollegiate football games ($213.80) from a home game against University of Toronto. An additional sum of $400.00 was obtained by a trip to Pittsburg by the hockey team, where it is presumed that they received a percentage of the gate revenue (Moriarty, 1971: 60).

By 1908, two years after the Canadian Intercollegiate Athletic Union consisting of the universities of McGill, Queen's and Toronto, was formed, the Queen's Athletic Committee budget

increased to more than $8,000 (Moriarty, 1971: 60). This figure reflected a 400% increase in program budget in less than 10 years.

With the formation of the CIAU by the "big three" and their associate members, Ottawa College, Trinity College, McMaster College and Royal Military College in 1906, increased emphasis and interest was given to intercollegiate sport in the universities of Central Canada. The number of sports offered at schools competing at the senior collegiate level rose from three in 1906-07 to nine in 1914-15 (Moriarty, 1971: 109: 112).

The intercollegiate set-up in the Maritimes in 1906 consisted of a:

> loosely knit arrangement dividing the universities into a western section (Acadia, University of New Brunswick and Mount Allison) and an eastern section (King's College, Dalhousie, St. Francis Xavier and Nova Scotia Technical) (Mathews, 1974:8).

In 1910, these universities formed the Maritime Intercollegiate Athletic Union. The sports in which the schools completed, included: English rugby, track and field, basketball, tennis, and hockey.

Prior to 1914, the athletic program at the University of Western Ontario was not obligatory. To provide assured funds for this increasingly popular student activity, "the Board of governors sanctioned a mandatory fee, placing the onus for financing athletics directly on the students" (Burke, 1979: 76).

In his thesis "History of intercollegiate athletics at the University of Western Ontario", John Burke states:

> The University's authorities saw the non-academic value of athletics for institutional notoriety and as a means of enhancing student enrollment. At the same time, however, they were not willing to finance the program from the University's

> budget. As a result, the burden of maintaining teams fell totally on the students (1979: 77).

Owing to the hostilities of World War I, intercollegiate athletics were virtually disbanded from 1914 to 1918. Following the war in 1919, however, the large number of returning veterans aided the regeneration of university sport. Primarily because of geographic location and relative length of time that western Canadian universities had been in operation, intercollegiate sport did not begin in western Canada until considerably later than their eastern counterparts.

An Edmonton Bulletin article in November of 1919 reveals the appeal of "regional intercollegiate contests: The University of British Columbia wants to arrange an intercollegiate hockey playoff for western Canada universities and is suggesting that arrangements be made for the Universities of Manitoba, Saskatchewan and British Columbia to play a series at the end of this season. So far the University of British Columbia can see only one obstacle in the way of a western play-off, that of expense."

In Western Canada interuniversity sport officially began under the auspices of the Western Canada Intercollegiate Athletic Union in 1920. The charter members were the University of Alberta, Saskatchewan and Manitoba with the University of British Columbia joining three years later (Loosemore, 1961: 9).

The unification of western Canadian universities took place in Winnipeg on January 6, 1920, where Mr. Dobson, the representative from the University of Alberta, initiated an important motion that would trigger sports competition between the universities of western Canada.

> That a Western Interuniversity Athletic Union comprising the three western Universities of Alberta, Saskatchewan, Manitoba, together with other institutions that may desire to enter from time to time, be formed, with a constitution based as far as possible on the constitution of the CIAU (WCIAU, 1920: 1, Appendix I).

The new governing body promptly began an intercollegiate hockey league and a series of track meets. Formulation of an intercollegiate rugby league began the following year (WCIAU, October 16, 1920).

As early as 1921, the second year of operation for the Western Canadian Intercollegiate Athletic Union, reference was made in the minutes to finance relative to implementation of programs. "The possibility of holding a swimming meet was discussed, but owing to the present financial conditions it was shelved" (WCIAU, October 16, 1920).

Although a unified Canadian Intercollegiate Athletic Union encompassing the Maritimes, Central Canada and Western Canada did not come to fruition until 1961, there were a series of events in the 1920's which almost made it a reality forty years prior to the fact. With the approval of the Amateur Athletic Union of Canada, the original Canadian Intercollegiate Athletic Union Central (CIAUC) which was the predecessor of the present Canadian Interuniversity Athletic Union, considered the idea in 1921 when the University of Manitoba asked them for track and field membership. There was considerable discussion on the idea but primarily because of geographic complications, no action was taken (Moriarty, 1971: 168).

In 1928, the National Federation of Canadian University Students communicated with the CIAUC suggesting the formation of a

national intercollegiate union embracing east and west as sub-divisions (Moriarty, 1971: 168). It was this suggestion which prompted a meeting in 1929 of the representatives from each of the three Canadian intercollegiate athletic unions to ponder the idea of a national union.

One of the major blockages to formation of the Federation of Intercollegiate Athletic Unions was lack of finances. Professor Gordon the representative of the western Canadian school representatives, described some of the problems encountered at the meeting in his report:

> It was further agreed that it would not be wise to attempt to set up uniform eligibility rules for the whole of Canada as conditions varied so much between different sections. Neither was it thought wise to attempt to suggest that any attempt be made to hold contests between the three unions, distance and costs involved being too great (Gordon, 1929: Appendix).

The representative from the Maritimes, Mr. McNally from the University of New Brunswick stated that "Maritime colleges are not unanimous of the idea but two schools are interested" (Moriarty, 1971: 168).

A tentative constitution and the possibility of an organization which enveloped all post-secondary institutional sport arose from the meeting (proposed CIAU Constitution, 1929 Appendix I). After the reports of the representatives were aired at their specific regional organizational meetings, it would appear that the idea of a federation deteriorated (Moriarty, 1971: 169).

In the 1920's, Canadian university teams were competing successfully in senior leagues as well as national championships. "Extra mural contests with local clubs and provincial leagues provided a means by which university senior teams obtained most of

their competition" (Mathews, 1974: 39). The Queen's Golden Gaels dominated Canadian senior football league play downs by winning the Grey Cup (emblematic of Canadian football supremacy) in 1922, 1923, and 1925, sporting undefeated seasons each year (Allan, 1962: 24). In the men's senior basketball championships in 1927 and 1928, three out of the seven regions from across the nation were represented by university teams; Mount Allison University, University of British Columbia and Windsor Collegiate (Mitchelson, 1968).

For reasons of increased financial responsibilities and desire for good relations between competing universities, student control of intercollegiate athletics was relinquished further to faculty representatives in various forms across the country (Howe, 1922).

In Central Canada, between the wars, university sports programs remained strong, viable and growing despite the great financial difficulties experienced throughout the country due to the depression. The growing popularity of football as a spectator sport and the development of new universities and colleges across the country provided many schools with local competition. These two financial factors helped intercollegiate sports survive the taxing depression era. As the costs of maintaining quality intercollegiate programs rose, two important factors helped ensure that adequate funds were available for the intercollegiate sports program at the University of Western Ontario; student fees and gate receipts. "The students themselves bore the expense through a manditory annual fee. The increase in the athletic fee from $5.00 to $10.00 in 1925 was sanctioned by the undergraduates to enable

the university to compete in senior basketball" (Burke, 1979: 181).

It was important for the athletic budget to have large crowds on hand for intercollegiate games in order to decrease the stadium debt and to meet the team's expenses (Burke, 1979). Intercollegiate sports in western Canada was hit much harder financially during the depression owing to the considerable distances between competing universities. The annual minutes of the WCIAU of 1930 revealed several hints of program reductions because of lack of funds. "Manitoba and Alberta both stated that owing to uncertainty in regard to finances that they could not promise to take part in any hockey" (WCIAU, October 10, 1930: 1). In women's basketball "It was Manitoba's turn to go to Edmonton this year but owing to finances they were not certain whether they could travel" (WCIAU, October 10, 1920: 2).

By the mid 1930's Manitoba had dropped out of all WCIAU competition except for the hosting of the annual track meet and swim meet. The Manitoba representative stated:

> We have plenty of basketball and hockey material, but the cost of travelling prohibits any hope of intercollegiate competition until conditions change sufficiently to allow for a different scheme of financing (Youman, 1937).

In 1935, the University of British Columbia found the financial burden of extensive travel too much to allow their competition in the western Canadian intercollegiate curcuits. They entered league competition in several sports with an alignment of small colleges in the United States. Logistically, it was much easier for them to compete with American schools close to the border than far away Canadian schools in Alberta and Saskatchewan (Logan, 1958: 231). The University of British Columbia rejoined the

WCIAU in 1937, then withdrew again shortly after the war because of financial difficulties.

The severe depression conditions forced the western schools of Alberta, British Columbia and Saskatchewan to institute various "guarantee" formulas to facilitate intercollegiate competition. The following example illustrates a "guarantee" designed for intercollegiate rugby competition in a 1937 eastern tour of the University of British Columbia's rugby team to Edmonton and Saskatoon.

> Saskatchewan and Alberta each to guarantee U.B.C. $450.00 plus first $150.00 of the net gate plus 30% of net gate above that amount, with a maximum of $100.00 for game expenses (Frey, 1937).

There were other cost reducing features that were employed by Western Canadian Schools in the 1930's. These included multiple contest schedules in which several schools were visited for competitions during the same trip. Players were billeted with the opposition team members during overnight stays in order to reduce hotel expenses. After some difficult years in the early thirties, the revival of intercollegiate sport in western Canada on a broad scale was reported at the WCIAU annual meeting by the secretary of the union, A.W. Mathews, when he observed that "it would appear that intercollegiate competition is definitely on the upgrade again." (Mathews, 1937).

In 1938, the student's council at the University of Toronto approached the Board of Governors of the university to request that a compulsory athletic fee be levied on each student. The fee was to be $3.00 and its primary motive was to encourage participation in general athletics. This fee eliminated the free use of

facilities and free admittance to Varsity Contests in the 1930's (MacDonald, 1939). The student athletic fee continued to be the mainstay of financing University of Western Ontario teams. Although the administration showed a marked interest in the program, it was the students who financed a major portion of the athletic expenses (Burke, 1979: 315).

Owing to the relative insularity of the various Maritime regions, intercollegiate competition did not develop on the same basis as Central and Western Canada. However, collegiate teams did participate in provincial and city leagues. Local competition reduced travel costs and allowed an extensive schedule of events (Brown, 1981).

When the Second World War ended, Canadian universities were faced with significant enrollment increases. Canadian university enrollment grew from 40,000 in 1940 to 80,000 in 1959 (Moriarty, 1971: 311). This led to a resurgence of interuniversity athletic competions. For the WCIAU, their schedule plans for competition between Alberta, Manitoba and Saskatchewan were classified as activities that were: "very likely" to begin competition in 1945 and those which were "tentative" (WCIAU, 1945).

The union hoped to cope with the travel costs of the upcoming season by:

(1) lobbying the Canadian Passenger Association with regards to the reduction of traffic rates for travelling sports teams.

(2) Pooling the expenses and the anticipated large gate of a

round-robin basketball tournament at the University of Manitoba.

(3) Pooling the expenses of a round-robin tennis tournament involving the three schools.

(4) Reducing rugby team travelling rosters to twenty-two (WCIAU, 1945).

In the post-war era, particularly in central Canada, there was a great deal of spectator interest in intercollegiate football. This resulted in revenue from this intercollegiate sport becoming an important component of annual athletic budgets. By 1955, the universities of McGill, Western Ontario, Queen's and Toronto, known as the "Big Four", were receiving gross radio right receipts of about $20,000 (Moriarty, 1971: 272). Their gate attendance in many cases outnumber the professional teams that operated at that time. Often, this extra self-generated revenue allowed for the introduction of new sports to the intercollegiate repertoire of many schools. The number of sports offered by the CIAUC increased from nine in 1946 to a maximum of twenty in 1953.

With the advent of television and the growing prominence of professional football, some athletic directors in central Canada increasingly became concerned that the intercollegiate football gates would be affected negatively. It was feared that eventually the other areas of the athletic program which depended on the football receipts would be eliminated. For many CIAUC schools football was the main source of revenue which allowed the full spectrum of athletic activities being offered.

It was the desire for control of the diminishing football receipts between the schools which generated receipts and those who did not generate receipts which contributed to the eventual split of the CIAUC organization.

In 1947, the University of Alberta played the University of Toronto in an exhibition football game (Evergreen and Gold, 1947). This was the one of the first of a series of inter-union sport contests that took place between western, central and maritime schools. These helped foster further interest in a national union. Progress was made in the early 1950's in terms of initial intersectional competition between east and west in football competition for the Churchill trophy. Beginning in 1953, U.B.C. began competing each pre-season with Quebec and Ontario schools for the trophy.

> The Canadian Paraplegic Association - Quebec Division agreed, in 1953, to sponsor the first of six east-west intercollegiate football contests, involving McGill, Western Ontario and the University of British Columbia. It was the hope that the proceeds from the games would help in the rehabilitation of the seriously disabled from coast to coast, and at the same time serve to bring Canadian universities closer together by participating in friendly competition (Phillips, 1960: 36).

In the late 1940's and the early years of the 1950's, U.B.C. was the only western school with an active football team. They competed in the Evergreen Conference with American opponents. It was their 1946 withdrawal from the Western Canadian Intercollegiate Football League which led to the eventual demise of that group in 1948. Hopes for the rejuvenation of the league were dashed in 1954 when Dr. H.H. Sanderson, President of the University of Manitoba stated, that "such a league would cost more than we are prepared to spend on it in our present budget" (Fowler, 1954: 1).

Again in 1956, University of Manitoba blocked the way of renewed western intercollegiate football competition when their student body narrowly voted against a five dollar increase in fees to set up football on their campus (The Gateway, November 16, 1954: 1).

In 1958, representatives from University of Saskatchewan, University of Manitoba, University of British Columbia and the University of Alberta met and provided some of the "most decisive steps that have been taken in ten years toward athletic competition, including football between all four western universities" (Jenkins, 1957: 1). At the 1958 WCIAU annual meeting, which reaffirmed the ground work done by the varsity representatives, the following motions were made:

> That U.B.C. be readmitted as a member of the WCIAU with the understanding that it will participate in men's activities beginning in 1959-60 for a minimum of five years (WCIAU, 1958: 2).
>
> That we approve in principal the entry of U.B.C. women into WCIAU competition for a minimum of five year" (WCIAU, 1958: 2).

Both motions were carried unanimously.

Following the initial surge towards a national body for intercollegiate sport in the 1920's, the notion surfaced again in 1948 at the National Conference of Canadian Universities (NCCU). A committee was established to study the Canadian intercollegiate situation and to "review the practicality and the desirability of intersectional athletic competition whether leading to national championships or otherwise" (NCCU, 1948). Their comprehensive report was made to the 1949 NCCU meeting. Included in the committee's proposals was that "the CIAU enlarged as to include all

Canadian universities, and that appropriate regional bodies be formed, with a newly constituted executive body to be elected by the delegates at an annual meeting of the CIAU" (NCCU, 1949: 56).

In the last proposal, with respect to financing of dominion wide play-off competition in various sports, the committee stated:

> Pending a survey of costs of team travelling expenses, division of play-off gate receipts and guarantees, it is difficult to see how Dominion wide play-offs could be financed except by the direct support of the universities concerned. However, the possibility of dominion wide play-offs should be kept in mind and considered by the proposed Board of Governors over the next few years (NCCU, 1949: 60).

The committee's report which was in favour of amalgamating the various intercollegiate unions into one body, did not meet with total acceptance of the athletic unions already in existence.

Dr. Maury Van Vliet, who served as a member of the 1948 NCCU committee, cites a number of reasons why the report did not win the support of all the athletic unions involved:

(1) The Big Four Toronto, Queen's, Western and McGill, ran their own show and did not want to change their format or be responsible to a national organization.

(2) Finance was a factor, but it was used more as an excuse rather than seeking a solution.

(3) The Big Four were not the least bit interested in any western influence on eligibility rules, and so on (Van Vliet, 1980).

There was additional reference to the possibility of a Dominion-wide intercollegiate union in the Minutes of the National Conference of Colleges and Universities' June meeting in 1950:

> Finally it was resolved that President Hall's Committee should confer with the CIAU concerning the furthering, amendment or

> abandonment of the plan for a dominion-wide intercollegiate athletics union and that President Hall should be asked to convene this meeting at the earliest possible moment (Donlevy, 1975: 88).

The matter seems to have terminated at this point with either the CIAUC having no interest or being unable to compromise to allow the national union to form.

By 1954, the CIAUC had developed into unwieldy administrational proportions. Thus in 1955 its nineteen universities separated into the Ottawa St. Lawrence Intercollegiate Athletic Association (OLIAA) and the Ontario-Quebec Athletic Association (OQAA). This separation "had an immediate effect of solving some of the problems which had been bothering the much larger association. The two bodies were able to solve their respective problems within a much simpler and more adjustable frame-work" (Loosemore, 1961: 9).

In 1955, the Ontario Intercollegiate Athletic Association was formed as a successor to the Central Ontario Hockey Association. Its purpose was to provide intercollegiate hockey for the various smaller unaffiliated colleges in Ontario. The original members of the association were Ontario Agriculture College, Waterloo College, Osgoode Hall, and Ryerson College. Two years later the association expanded with the addition of McMaster University and the adoption of a new league name, the Ontario Intercollegiate Hockey Association. This initial formulation prompted the unaffiliated institutions in Ontario to realize that there was a definite need for an intercollegiate athletic association in Southern Ontario that would provide competition at a new level for all college sport and athletic activities in the area.

In April 1958, W.F. Mitchell, the Athletic Director at Ontario Agricultural College called a meeting of all institutions concerned. McMaster, Osgoode, Ryerson, and Ontario Agriculture College to design the Constitution of the Ontario Intercollegiate Athletic Association.

In 1959, a positive step towards a new national organization was taken when a national intercollegiate weekend was organized in Toronto. Sisam felt "that a new era of intercollegiate athletics will be inaugurated" (1959), as a result of this event. The Globe and Mail reported: "For the first time under the auspices of the Canadian Intercollegiate Athletic Union, track and field athletes from Western Canada will perform against athletes from the east" (Globe and Mail, November 12, 1959).

Other activities which took place during the National intercollegiate weekend included meetings of the various Football Commissioners from the intercollegiate leagues to discuss the unified rule changes for the following year 1960. As well a meeting of the athletic representatives from each school was held to discuss formation of the national athletic union, along with the first official east-west football final between the University of British Columbia and the University of Western Ontario.

The thrust of the weekend was to bring together university athletic representatives and athletes from schools across the country in the hope that a national organization could become a reality. The University of British Columbia was beaten badly by the University of Western Ontario in the football game and the eastern athletes dominated in track and field but the initial plans

were made for a national union. The Maritime universities, although invited, were not represented. Sponsorship of the intercollegiate weekend was undertaken by the Star Weekly Magazine who guaranteed $25,000 to cover all expenses (Orban, 1959).

Further interunion competition took place in 1960 when the western football champions, the University of Alberta Golden Bears, journeyed east to play the McGill University Redmen. The Montreal Gazette reported the hopes and interests of the west for a national union:

> To the Bears there is an ideal involved they are trying to brighten the torch which cuts so feebly through a talk for a national intercollegiate athletic union. Out in the part of the world, west of the lakehead, there has been a growing movement towards a dominion body encompassing all branches of college sport, for a start they would settle for football, basketball, and hockey (1960).

Traditionally, Maritime universities had primarily concerned themselves with the development of rugger as an intercollegiate sport. Prior to 1940, perhaps because of extraneous influences owing to the influx of military personnel during World War II, Canadian football began to take hold in some Maritime universities.

> Old grads and fans alike were loath to see the passing of such a wonderful competitive sport from the intercollegiate scene. Athletic departments regarded the new game, Canadian football with a great deal of concern (McFarlane, 1962: 5).

Much of the financial onus was again thrust upon the students. Each maritime university, through various means of procurring concensus, supported Canadian football through increased athletic fees, but it was the University administrations who obtained the professional staff and increased the athletic facilities (McFarlane, 1962: 5).

In the late fifties, much of the maritime intercollegiate competition was still interwoven with service teams and city clubs. In 1959, the Nova Scotia Football League consisted of university teams and service teams. Often the various university sports teams would opt for provincial and national play-down competition in their specific sport. It was the St. Francis Xavier University football team withdrawal from the Canadian intermediate play-downs in 1959 which allowed for the introduction of the first intercollegiate "Football Bowl Game" in Canada (O'Connell, 1960: 22). In that contest, the St. Francis Xavier X-men beat the Ontario Agricultural College Redmen of the Ontario Intermediate Intercollegiate League by a score of 26-14. By 1960, discussion had begun with the intention of uniting the Nova Scotia and New Brunswick universities into a combined conference schedule (O'Connell, 1960: 22). Finally, after a seventeen year period during which the universities were involved in numerous assemblages of provincial and county leagues, the Atlantic Football Conference was formed in 1961 which include two service teams and seven university teams.

At a Montreal meeting in June 1961, representatives from the various intercollegiate bodies met and passed motions to bring a new union of intercollegiate association known as the Canadian Intercollegiate Athletic Union into existence.

> The Canadian Intercollegiate Athletic Union formed in 1961 as a coordinating body for the various intercollegiate associations in Canada, is the outcome of a desire for cooperation between the existing unions (or associations) in the various geographical divisions of Canada, these being Maritime Intercollegiate Athletic Association, Ottawa-St. Lawrence Intercollegiate Athletic Association, Ontario-Quebec Athletic Association, Western Canada Intercollegiate

> Association, and the Ontario Intercollegiate Athletic Association (Montreal Gazette, 1960: 25).

This was a beginning of a new era in Canadian intercollegiate sport in Canada. Universities were given the opportunity to compete in truly national championships, against schools from coast to coast.

The organization was to bring together all colleges and universities in Canada under its coordinative and administrative scope to facilitate formation of consistent rules and regulations to governing intercollegiate athletics. Many challenges faced the new governing body which had to control intercollegiate sport in a geographically massive country. The expense of holding truly national championships would be difficult. J.P. Loosemore, Financial Secretary at the University of Toronto at the time, voiced his skepticism of the new organization in a 1962:

> A great deal of work must be done before this becomes a practical reality, in the way of a common code for sports in which national competition is desired (football is a case in point), common standards of eligibility from the point of academic and amateur status and other related problems. The new organization has a great challenge to face. (Loosemore, 1961: 9).

National championships began in 1962 with basketball at Assumption University in Windsor and hockey at Royal Military College in Kingston. By 1964, the number of championships had increased to five to include swimming, harriers, and sailing. This rapid development was made financially possible by federal government grants extended to universities on the recommendations of the Advisory Council on Fitness and Amateur Sport (W.J. McLeod, 1965).

At the onset of the union, it was thought by some that

financially a national championship could "pay its own way." That is, gate receipts would take care of the financial implications of airfare and accommodation for athletes at national championships. W.A.R. Orban, then Director of Physical Education at the University of Saskatchewan, observed that:

> Relatively few of the competing universities have stadii which are sufficiently large to accommodate large groups, consequently if two outside teams were to participate even in the largest stadium, there would be very little hope, it appears in the present at least, of drawing sufficient number of people to pay for the expenses (1960: 23).

For the 1963-64 season, the CIAU sought external funding from a recently introduced Government of Canada Bill known as Bill C131, to help with four distinct categories of their program. The first category allocated funds to help the administrative personnel such as the Board of Governors and the Administrative Committee to meet several times a year to deal with the problems and issues of the emerging union. Assistance was also given to begin work on a series of national coaching clinics.

Funds were also provided to assist to regional organizations such as the Western Canadian Association where competition is conducted between Winnipeg and Vancouver, a distance of 2,000 miles:

> Financial assistance is absolutely imperative if programmes are to be operated on a sound educational basis instead of one dominated by commercial factors. Even now many of the less spectacular sports are not competing owing to lack of funds (CIAU, December 13, 1962: 3).

Finally, funds for potential self-sustaining sports such as hockey, basketball and football, and non-revenue producing sports such as cross country running and gymnastics, were allocated for national championships.

The total amount of financial assistance requested by the CIAU for the 1963-64 season was $59,500. The National Advisory Council on Fitness and Amateur Sport approved only $22,000 for that year (CIAU, 1962: 3).

Further external financial help was given to intercollegiate sport in Canada in 1965 when a group of Toronto businessmen headed by Mr. Peter Gorman began a long lasting affiliation with the CIAU. He and his associates agreed to underwrite the costs of staging the "College Bowl" football championship game for the sum of $20,000. Proceeds from the game were for the "Canada SAVE the Children Fund."

It was important in its early years that the CIAU seek external financial support. As Major W.J. McLeod, Secretary-Treasurer of the CIAU pointed out in 1963, correspondence with K.P. Farmer, the Chairman of the National Advisory Council "Colleges and their students can carry, in most cases, the financial load at the college and association level but are unable to provide funds needed to bring the program to its culmination on a national level" (McLeod, 1963).

As part of the expansion of education in the sixties, intercollegiate athletics generally prospered along with other university departments. Bob Pugh, the Executive Vice-President of the CIAU, classifies the period as: "The fat years where a significant amount of money was available to universities based on the growing student population" (Pugh, 1981).

Between 1960-61 and 1969-70, the operating expenditures of all post secondary institutions in Canada increased from $230 million

to $1,355 million or by 480 percent. This represented an average annual increase for the nine year period of 53 percent. Enrollment in all post secondary institutions increased at an average annual rate of about 21 percent. Thus, departments or faculties responsible for intercollegiate sports, whose financial budget was dependent on student athletic fees or government funding based on student enrollment, generally were able to run their programs without too much difficulty.

However, the funding of intercollegiate sport was subject to a new kind of problem in the 1960's. Students who for the most part had always paid their student fees without hesitation began questioning the expenditure of their money. Changing priorities within many Canadian schools in the 1960's forced some institutions to alter their programs to a level acceptable to the student components of boards and committees to which athletics were responsible.

In 1965, student leaders at Sir George Williams University in Montreal voted that athletics at the school should be abolished completely. Fortunately for the program, the Principal of the University, intervened and prevented this abolishment of the intercollegiate program. One of the results of the student vote was that Doug Insleay, the Athletic Director, received a cut of $60,000 from $220,000 to $160,000 in his department budget (Insleay, 1981).

During the 1965-1970 years, intercollegiate athletics under the auspices of the CIAU grew rapidly with additional championships being added and more universities participating. By 1974, the CIAU

had a membership of forty-nine universities and colleges and sponsored national championships in nine different sports (Donlevy, 1975: 91).

In the 1960's, sponsorship was again sought from the Council on Fitness and Amateur Sport. In a brief presented in 1967, funds were requested on the premise that gate receipts were not a viable source of revenue on which universities could base the operation of their programs.

> Even now, through student fees and very nominal ticket sales revenue, it is conservatively estimated that Canadian Universities spend in excess of $3,500,000 each year in providing programs of recreation intramural sports and intercollegiate athletics (CIAU, 1967).

It was clear in the mid-1960's that the survival of intercollegiate sport in many schools could not depend entirely upon gate receipts from their different sports contests. During the decade, funding policies for intercollegiate athletic programs in Canada varied from institution to institution. Student athletic fees were the main source of funds for financing programs at some schools while others based their entire budget on allocations from the university general funds. A survey done in 1966 for the Canadian Association for Health, Physical Education and Recreation (CAHPER) revealed that in 15 out of 35 Canadian universities surveyed, the university assumed full responsibility for the funding of programs (CAHPER, 1966: 10).

In some universities, athletic directors had to make use of gate receipt income from athletic events to help balance the budget. Often, the funding of women's sport in certain schools was dependent on gate receipts (CIAU, 1967).

At the CAHPER Conference held in Toronto in 1966, several suggestions relating to the funding of intercollegiate sport were recommended to Canadian universities.

1. The university or college should take full responsibility for financing the intercollegiate program.
2. The university should finance the maintenance of facilities.
3. Athletic fees should not be indicated separately on the student fee structure.
4. Income from athletic events should go directly to university general funds.
5. Students should be admitted free to all university athletic events (CAHPER, 1966: 10).

These recommendations were made in the mid 1960's at a time when boundless government funds were being directed toward universities. The university general funds were seen by many as an unlimited source. Other sources of funds such as gate receipts were considered low priority by many schools as they committed themselves to institutional funding and student fee support.

In the early 1970's, the student population began to stabilize and even decline. This signaled the end to expansion and unlimited funding of higher education. As budget funds became more restricted, university administrators began to look for ways of balancing the budget. The operating budget for the athletic program at Sir George Williams University for the 1969-70 season was reduced from $190,000 to $142,000. This cut resulted in the deletion of several intercollegiate sports from the athletic

program at Sir George Williams (Insleay, 1981). At McGill University in 1969, the Vice-President of University Planning recommended that the intercollegiate sports programs be abolished completely saving the university $100,000 per year. Thus, in 1970, the university did away with intercollegiate sport and dropped out of the OUAA. This move proved ineffective on the university administration when much to their embarassment the McGill Alumni assisted by coaching varsity teams voluntarily. It was estimated by university officials that McGill's move to drop intercollegiate sports in 1970 to save $100,000 for that year, cost them over five times that amount in lost revenue from alumni donations. The deletion of intercollegiate sport at McGill caused such a fury in student and alumni circles in 1970 that the following year it was reinstated (Dubeau, 1981).

Other schools such as Laurentian University in Sudbury, Brandon University and the University of Ottawa had to cope with massive budget cuts. In 1972, a $25,000 budget cut forced Laurentian University to drop its intercollegiate football program (Marks, 1973a).

Traditionally until 1969, with the exception of the University of Windsor, all athletic programs in Ontario universities were paid by student fees. It has become customary for universities provide the facilities, maintenance and salaries of teachers and lecturers in physical education. The student fees financed intramural activities, the clubs, coaching, food, travel, and equipment of the sport team (Marks, 1973a). Some examples of athletic fees at Ontario universities in 1973 were as follows: York University,

where $20 out of each student's activity fee goes to funding athletics, Laurentian and McMaster Universities charged $20 to each student for athletic activities and $22 was charged to each student for athletics at Carlton University and University of Waterloo. The average athletic fee charged to Ontario students (of which intercollegiate sport drew a large portion of their funds) was $20 in 1973 (Marks, 1973a).

Towards the end of the decade, the Canadian economy suffered from spiraling inflation and severe recession. Intercollegiate athletics, with its static forms of funding were severely hit by external factors such as transportations costs, accommodations and equipment expenses. This was compounded by the internal budget cuts from government along with declining enrollment in higher education. Canadian intercollegiate athletic programs across the country suffered various degrees of financial difficulties during the 1970's. The implications of maintaining the extensive far reaching programs of the schools in Western Canada have been clearly the most taxing regionally. In order to put things into perspective geographically, it is interesting to note that there are fifteen universities in Ontario where travel costs are minimal and schedules are easy to arrange. The closest rival for the University of British Columbia, the University of Alberta is over 700 miles away. In 1979-80, the University of Alberta budgeted $9,131 to finance the Golden Bear football team's trip to Winnipeg to play the University of Manitoba. The travel expenditures for the University of British Columbia to meet its CWUAA commitments

amount to more than all the travel expenditures of the Ontario universities put together (Shields, 1977: 2).

Intercollegiate sport has progressed over the last hundred years from student initiated and administered games between neighbouring colleges, to highly organized interuniversity competitions between institutions which span the second largest nation, geographically, on earth. In 1980, several Canadian universities operated athletic budgets that were approaching a million dollars.

In order that intercollegiate sport survive and grow in the future, particular attention must be placed on the financial aspects of the programs. As athletic teams at various universities in Canada have grown and flourished, conference and national organizations have developed, so have the financial burdens associated with this growth multiplied.

CHAPTER III

ORGANIZATIONAL AND FINANCIAL HISTORY OF INTERCOLLEGIATE ATHLETICS IN THE UNITED STATES

Intercollegiate athletics in the United States have developed and grown significantly during the 150 year period from the mid nineteenth century to 1981. It has been contended that the earliest form of organized interuniversity athletic endeavour took place in 1852 when Yale University and Harvard University teams met in a rowing contest (Resick, 1975: 4). From this initial competitive encounter, intercollegiate sport developed into a vast network of 1,850 colleges and universities across the country who now compete in some form of interuniversity competition. Thousands of athletes participate in sporting activities which lead to 63 national championships (Franks, 1973).

The first intercollegiate baseball game was played between Williams College and Amherst College in July of 1859 (Dunant, 1973: 3). By 1869, rugby football was being played competitively between Rutgers University and Princeton University. In 1874, Harvard University and McGill University from across the border in Montreal squared off in a rugby football match at Cambridge (Cosentino, 1968: 13). The editor of Harvard University's newspaper Magenta applauded the first recorded game of rugby football between McGill and Harvard by prophetically writing that "Football will be a popular game here in the future" (Lewis, 1977: 8). By 1900, Yale University and Columbia University were playing football in front of paying audiences in excess of 20,000 people (Libby, 1975: 36).

Intercollegiate athletic competition had indeed reached a high level of popularity in the United States by the turn of the century.

By the 1920's institutions of higher learning began to experience enormous expansion in all aspects of athletic endeavour. Universities and colleges began to add varsity teams particularly in sports such as swimming, tennis, wrestling, cross-country, fencing, gymnastics and golf to the traditional varsity sports menu of football, baseball, track, and basketball. The number of participants increased as the number of teams multiplied. This expanded player interest led to the expansion of facilities for the various sports. Spectator interest in intercollegiate athletics escalated as well. This resulted in construction of larger stadiums, gymnasia and field houses to accommodate the spectator appeal.

> The most remarkable development occurred in football. Although the first of the modern steel stadiums was built by Harvard in 1903 with seats for over 23,000 people, the decade from 1920-1930, a period of national prosperity, was truly the stadium era. During these years, the seating capacity of 135 college and university stadiums jumped from 929,523 to 2,307,850. College football attendance soared to above ten million in 1930 (Van Dalen, 1971: 445).

The decade of the 1920's saw intercollegiate athletics in the United States emerge as a prominent business on many campuses. The problems of handling large sums of money and of indebtedness for expanded facilities caused athletic programs to assume the proportions of big business. These changes all had their effects on the administration of athletics (Van Dalen, 1971: 445).

In 1926, the Carnegie Foundation began a study of college sport involving 130 institutions from across the United States.

The results of the study were published in 1929. The general conclusions of the study were as follows:

> The fundamental causes of the defects of American college athletics are two: commercialism and a negligent attitude toward the educational service for which the American college exists. Commercialism is the placing of a higher value upon the monetary and material returns, whether direct or indirect, from college athletics, than is placed upon its returns in recreation, health and physical and moral well being. When tested by this definition, comparatively few American colleges and schools can be regarded as keeping their sports free from commercial taint (Savage, 1929: 109).

Intercollegiate athletics continued to grow and expand with the help of two organizing bodies, the National Collegiate Athletic Association (NCAA), and the National Association of Intercollegiate Athletics (NAIA). The oldest and largest of the two associations, the NCAA, was founded in 1906 by 62 colleges and universities. It began as a discussion forum to unify the playing rules of the various sports activities. The NCAA became the parent body responsible for the implementation and enforcement of the rules and regulations governing a large percentage of the post secondary institutions involved in sport in the United States. A similar governing body, the National Association for Intercollegiate Athletics (NAIA) evolved from a meeting in Kansas City, Missouri in 1937 to regulate competition and institute national championships for small colleges and universities (Franks, 1973: 36). A convention in 1940 brought about expansion in the organization and changed the association's focus from one which was primarily basketball oriented to one which had more diverse sport offerings. By 1956, there were eight sports which were organized at the national level under the auspices of the NAIA (Donlevy, 1975: 67).

The NCAA continued to add national tournament sports such as boxing, wrestling, gymnastics, tennis, cross country, basketball, golf and fencing between the years 1932 and 1941 (Van Dalen, 1971: 490). During years in which the Olympic games were held, some of these tournaments were used to help select America's representatives to the games.

Throughout World War II, college athletics remained in the hands of civilian staff even although military units were stationed on the campus. During the war years, intercollegiate athletics were subject to travel restrictions for competing teams and reduced enrollments owing to the mass enlistment of men and women into the Services. The military presence on campuses allowed many college teams to expand their schedules by playing extra games against Service teams.

Following the Carnegie report of 1929, intercollegiate athletics were not subject to a major external study until 1952 when a special committee on athletic policy was set up by the American Council on Education. It was recognized by the committee that there was a growing and unhealthy over-emphasis on the high profile sports of football and basketball (Educational Record 1952: 246-255). The 1950's and early 1960's proved to be a period of swift growth and change for American university sport. Increased enrollment of students in post secondary education led to expansion of existing institutions, their facilities and their programs. As well, many new institutions were established.

This period of prosperity allowed intercollegiate athletic programs in the United States to grow and develop in a relatively

secure financial environment. By the late 1960's, however, the social and financial milieu began to change resulting in many institutions being forced to modify the existing level of their intercollegiate programs. (These factors which affect intercollegiate athletics will be discussed in Chapter III).

In the 1960's and early 1970's it was suggested that another indepth study of American intercollegiate athletics be conducted. In 1973, there was a proposal for a study from the American Council for Education (Hanford, 1979: 66-79). The study, spearheaded by George H. Hanford, revealed the immensely complex entity into which intercollegiate athletics had evolved. The study demonstrated a need for a nation wide investigation of intercollegiate sports in the United States, which would envelope the myriad of institutions in the country (Hanford, 1974).

In 1977, a commission on collegiate athletics was appointed under the jurisdiction of the American Council of Education. Their mandate was to:

(1) Clarify the relationships between collegiate athletic and the educational missions of higher education institutions.

(2) Develop recommendations for coping with the ethical problems attributed to the athletic programs.

(3) Assess ways and means of meeting the financial predicament facing collegiate athletics programs (Hanford, 1979: 70).

In 1972, Walter Byers, Executive Director, of the NCAA, made a reasonable assumption that the four year post secondary

universities and colleges in the United States spent 270 million dollars annually on intercollegiate athletics (Atwell, 1974: 1). This sum amounted to roughly one percent of the total budget for higher education in the United States in 1972 (Atwell, 1974: 2).

George Hanford, who has been involved in several nation wide studies on intercollegiate sports, felt that the intercollegiate athletic enterprises in the United States could approach the half billion dollar mark by 1980 (Hanford, 1978: 73). Thus, it is not unreasonable to assume that intercollegiate sport in many institutions in the United States is big business.

In 1973, there were 1,850 universities and colleges in the United States that were involved in intercollegiate athletics (Donlevy, 1975: 59). At one end of the scale there are the large universities operating on a multimillion dollar budget with emphasis on filling a football stadium which seats upwards of 50,000 people. At the other end are numerous small colleges with athletic programs funded by student fees or state dollars (Hartman, 1978: 18).

CHAPTER IV

REVIEW OF RELATED LITERATURE

THE CURRENT FUNDING OF CANADIAN INTERCOLLEGIATE ATHLETICS

It is evident that there are considerably fewer universities in Canada involved in intercollegiate athletics than in the United States. The methods of financing the athletic programs in Canada are still markedly different from one university to the next. Some institutions depend mainly on student athletic fees for funds, while others receive a budget allocation from the university general fund. Some schools must balance the budget with income from university athletic events.

Mitchelson has stated that at most Canadian universities the majority of the monies provided to operate athletic programs are received from general institutional budgets and direct student athletic fees (1976: 4). His research also noted that other funding sources, such as gate receipts, general public membership for the use of facilities, alumni contributions and direct facility rental charges, are utilized as budget funding sources to a far smaller degree than general university contributions and student athletic fees.

A 1976 survey of athletic fees at twenty universities across Canada, revealed that the average student athletic fee per institution was $25. The highest athletic fee found at McGill University was $70 and the lowest was $7.85 per student at the University of Victoria (Janzen, 1976).

Generally, it can be stated that the student athletic fees support the intercollegiate program, the intramural program, allows the student locker room privileges and gives free admittance to intercollegiate events.

In Quebec universities, each student is assessed a student service fee. Encompassed under the student services sector are the chaplaincy, counselling, off campus tutorial, health, financial aid office and sports services. Each of these units received a certain portion of the student services fee according to their budget needs. At McGill University in 1981 the sports services sector received forty two percent of the alloted student services fees. Other Quebec university sports services sectors receive between twenty-five and sixty percent of available student service fees. This was dependent upon the extent and requirements of the programs involved. Student services in Quebec universities have been allotted additional funds from the Provincial Department of Education which provides fifty-two dollars per student on a per capita basis. Of this amount, sports services receive an additional percentage. Intercollegiate athletics in the Province of Quebec receive the bulk of their income from the sports services budgets which is directly related to the student services fees and the provincial government allotment (Dubeau, 1981).

By means of a 1978-79 athletics questionnaire sent to ten Ontario universities, it was discovered that every one of the schools assigned a student athletic fee to their undergraduates. All ten schools responded positively to the question of whether these fees accrued to the athletic department's budget (Totske,

1981). The questionnaire continues to identify two other income sources of which accrue to the athletic departments in the ten Ontario universities.

For the academic year 1978-79, the University of Western Ontario amassed $50,389 from football gate receipts. This figure reflects 27.6 percent of the total men's intercollegiate budget. Queen's University acquired $15,000.00 in football gate receipts for the same academic year, which comprised 12.5 percent of that school's men's intercollegiate budget.

It would appear that rental of university facilities to local sports teams and clubs is a significant contributor to athletic budgets in several Ontario universities. The University of Toronto Athletic Department received $222,000 in facility rental money in 1978-79 while University of Guelph and Carlton University received $11,000 and $30,000, respectively, for the same time period 1981.

Some Canadian universities have developed alternative methods of funding for their intercollegiate programs. The University of Alberta of the Canada West University Athletic Association (CWUAA) budgeted a net profit from their summer sports camps operation of almost $66,000 for the 1979-80 fiscal year (U of A, 1979). The various summer sports programs have been in operation at the university since 1974 providing the department a much needed subsidy for the intercollegiate athletic program.

In the 1974 Mathews report, a survey of the 56 universities in Canada which offer intercollegiate programs revealed that in 12

universities, the budget funds for operating the intercollegiate program are drawn totally from the general university budget. At the other end of the spectrum, eight universities relied totally on an athletic fee with limited additional funding from gate receipts to maintain the total program costs, including salaries (Mathews, 1974: 43).

Philosophically, the question of from which source funds should come to support intercollegiate athletics monetarily has been debated for years in Canadian university circles. Clearly, throughout the development of intercollegiate sport in Canada, the primary onus of maintaining programs financially has fallen primarily on the students in the form of athletic fees (Burke, 1979). These guaranteed income plans (fees) give intercollegiate athletics continuity and stability for its programs which function in an unofficial, non-academic capacity (Fairs, 1971: 58).

Between the two Great Wars and after World War II, it appeared as if revenues from gate receipts, particularly in football and hockey would not only provide ample funds to support these sports but would provide additional funds to expand and finance the non-spectator sports (Mathews, 1974: 43). As this funding source waned in the majority of university football and hockey programs, the burden financial responsibility fell upon the students in the form of student athletic fee increases.

Much has been written regarding the purpose of intercollegiate athletics in Canadian institutions. It has been suggested that intercollegiate athletics has no place in higher education unless it is designed for student participation and provides an

educational outcome rather than as a vehicle for spectator entertainment, institutional notoriety and gate receipts (Fairs, 1971: 44, Smith, 1980: 4).

Moriarty points out that intercollegiate sport is faced with two pressing problems. First there is the question of where university sport lies on the professional-amateur spectrum and secondly what governs the decision making process in terms of athletic business versus education sport spectrum (1975: 25).

The stance of many individuals involved in athletics in Canadian universities on the issue of financing intercollegiate sport has been to encourage institutional control over providing the necessary revenues out of the university general funds (Mathews, 1974). The Standing Committee for Physical Education and Athletics for the Association of Universities and Colleges of Canada in 1966 recommended that:

> The university or college should take full responsibility for financing the intercollegiate program, including the provision and maintenance of facilities. (CAHPER 1966)

Twenty-five out of 42 member university representatives felt that the:

> Finances necessary to operate an intercollegiate athletic program should come directly from the general operating budget of an institution rather than from a specific student athletic fee (Standing Committee for Physical Education and Athletics 1966).

Mitchelson, surmizes that if intercollegiate athletics are to maintain academic credibility as part of the physical education sphere, its financial responsibility should be assumed by the institution (1976). Dr. Earle Ziegler of the University of Western Ontario felt that the key to the financing of intercollegiate sport

in Canada would be to convince university and provincial authorities that both intercollegiate and intramural athletics are indeed educational and deserve financial support just as all other aspects of any university programs do (Ziegler, 1981).

Keith Harris, who took "the CIAU point of view" in the workshop on the study of athletic programs in Canadian universities, felt that the following Mathews report recommendation was the key point in the report:

> That the financial responsibility for the physical education and/or athletic and recreation programs be assumed by the institution (Mathews, 1974: 33).

The workshop summary by Harris expressed the view that:

> Acceptance of this recommendation would establish physical education, recreation and athletics programs in Canadian universities upon a foundation of sound educational objectives. Budget requests would be subject to the usual university scrutiny and thus ensure a rational distribution of available resources for all forms and levels of physical recreation and athletics. (Harris, 1974: 12).

As well, Moore, Kurzman and Innes recommended that intercollegiate athletics should be supported by university funds and that gate receipts and rental fees should accrue back into general university funds (1971: 5).

Dick Moriarty in his study on intercollegiate programs that were integrated with physical education departments and those that were not, dispelled the common myth that is was advantageous to have athletics identified with education in economically good times and dependent upon student fees and gate receipts in hard times. He showed statistically that in the difficult financial period of the early seventies, it was the non-integrated athletic departments in Ontario that were forced to drop more sports (1976: 23).

In November of 1980, the University of New Brunswick sponsored a working conference to examine the future role of intercollegiate athletics at that institution. The study group included members of the university board of governors, alumni, students, and faculty members from physical education and recreation. Several of the resolutions which evolved from the conference were related to the financing of intercollegiate sport. (UNB, 1980).

The nineth resolution read:

> "The university has a financial obligation in so far as intercollegiate athletics are concerned. The university has the responsibility of defining the acceptable program which it is prepared to finance, the final decision resting with the Board of Governors."

The reaction to this resolution was 56 in favour, 6 against, one no opinion.

The eleventh resolution stated:

> "The Faculty of Physical Education and Recreation should initiate a study designed to recommend appropriate fees for the use of the athletic services and facilities including memberships, admissions, etc."

Reactions: 55 in favour, 7 against, 1 no opinion.

Presumably since the conference was devised for the study of intercollegiate sport, these admission fees and memberships derived from facility usage would be used in some way to finance the intercollegiate program.

Resolution 12 read:

> "The Board of Governors set up a task force to determine the feasibility and acceptability of using commercial advertising as a revenue generator. The task force should establish guidelines for acceptable standards types, locations and charges."

The voted reaction was 55 in favour and 8 against (Biblio.).

Also included in the resolutions was the concept of a fund raising campaign to establish an endowment fund with the proceeds going to intercollegiate athletics at the University of New Brunswick. Forty-six of the sixty-three delegates from the UNB community agreed that:

> "It was desirable for the athletic department to become involved in specific fund raising projects which must be done in the context and framework of the general fund raising program of the university or with the approval of the president." (Biblio)

When summarizing the conference, John W. Meagher of the University of New Brunswick, Faculty of Physical Education and Recreation stated that:

> Financial support should come primarily from the operating budget of the university. Other sources of revenue should be explored, membership and user fees, gate receipts, commercial advertising, rental fees, interest from endowment funds. (1980)

In a February 1981 interview with the writer, Bob Pugh, Executive Vice-President of the Canadian Interuniversity Athletic Union, noted that it was becoming more difficult for universities to justify their intercollegiate athletic programs solely on the education value to the participants. Mr. Pugh went on to say that universities have to become more professional in marketing and promotion of intercollegiate athletics to make the programs more meaningful to more students on the campus rather than just the participants (1981).

The Mathews report concludes that:

> The lack of consistency in the manner in which athletic programs are being funded points to the conclusion that this has been an evolutionary process dependent largely on the agencies that have existed on each individual campus over a

> period of years. Any recent changes have been in the direction of the university deciding to include the athletic budget among those budgets for which it must find funds out of income from student fees, provincial grants and other sources (1974: 32).

It is evident that the types of funding policies and philosophical stances concerning intercollegiate athletics are many and varied. The financial troubles which intercollegiate athletics have had to face during the 1970's have contributed to the development of controversy about the funding sources for intercollegiate athletics.

PRESSURES WHICH HAVE CONTRIBUTED TO INTERCOLLEGIATE ATHLETICS BUDGET DIFFICULTIES IN CANADA

At most member institutions in the Canadian Interuniversity Athletic Union (CIAU), a significant portion of the funds provided to operate intercollegiate athletic programs accrue from general university budgets and student athletic fees (Mitchelson, 1976,: 9). As a result, when enrollments began to decline on campuses across the country, universities were forced to direct budget cuts to all departments. In 1973, the York University Athletic Department was forced to make three successive budget reductions to its athletic program because of declining enrollments (Marks, 1973). When the choice has to be made in universities between supporting athletics and academics, Dr. George Connell, President of the University of Western Ontario makes it clear that "the gown will always win out over the jersey." (CIAU, 1978: 2). The plight of higher education in the seventies forced many Canadian schools to adjust their intercollegiate programs to coincide with student

fees reductions due to declining student populations. Cutbacks in the general university budget contribution to intercollegiate athletics has been based usually on operating grants provided by provincial goverment sources. In 1978, the Alberta government increased funding to the University of Alberta by eight and a quarter percent. An increase such as this, however, which is lower than the national inflation levels, in effect decreases university operating budgets (Munro, 1978: 20).

Intercollegiate athletics maintain considerably more external ties which are subject to inflation than most faculties and departments within the university. Thus, during the seventies, intercollegiate athletics were subjected to spiraling inflation. For example, Western Canadian universities have had to deal with the problem of transporting athletes great distances by air during a period when fares have risen rapidly. In April of 1977, the Canada West Universities Athletic Association (CWUAA) submitted a brief to the Federal Government requesting financial assistance. In it, they stated some of the problems facing the organization's schools:

> General economic conditions, and in particular the drastic increases in air fares, are causing a curtailment of programs which might well lead to the cancellation of intercollegiate athletic programs. Already some institutions have had to curtail their participation and in certain tournament sports. There are not enough declared entries to warrant the holding of a conference championship (Shields, 1977: 3).

While the CIAU remains a strong and viable organization with over forty institutions across the country competing in different sporting events, there is one Canadian school which chose to drop out of the intercollegiate sports participation for purely

philosophical reasons rather than economic ones. "The University of Montreal opted out of their intercollegiate athletic program in favour of a more complete intramural scheme" Macdonald, 1972: 2). The University of Montreal is very much the exception to the rule with regard to participation in intercollegiate sport. Recent indications point to potentially renewed interest in participating intercollegiately with the University of Montreal's entrance into the "Coup de Quebec" hockey tournament.

Some Canadian schools have the philosophical problem with respect to the finance of intercollegiate sport. The question arises of whether the commercial marketing and promotion of intercollegiate athletics should be included in the educational sphere. Some Canadian schools operate on a philosphy that athletics should be financed solely on the athletic fee and/or university contributions. Others feel that finances must be sought from external sources.

> The decline in enrollments coupled with the financial constraints of the last few years are forcing university athletics to act in many ways like a sports governing body. This includes the need to find program sponsors on a large scale, market the events, attract media support and raise and manage funds (Moore, et.al., 1972: 2).

These two schools of thought created a philosophically perplexing problem that Moriarty explains.

With institutional monies not forthcoming in the immediate future and without a clear mandate to seek external sources of new income, many programs in Canada have become unable to help their own cause. Inflation, declining government support, philosophical struggles and dwindling student enrollments have all contributed to

a serious financial situation for a number of Canadian university athletic programs.

HOW CANADIAN INTERCOLLEGIATE ATHLETIC ADMINISTRATORS HAVE COPED WITH THE BUDGET DIFFICULTIES

It would appear that during the decades of the 1960's and 1970's many Canadian university athletic departments were forced to increase their sources of funding or find alternative sources of funding in order to keep their intercollegiate programs viable.

One way in which this was done was to increase student athletic fees. Athletic departments and faculties of physical education utilized the student athletic fee in the sixties and seventies to offset the increasing expenses of running the intercollegiate programs. Student referendum votes provided the means by which the student athletic fee was raised in most universities. In 1973, the University of Waterloo students voted to pledge $15 annually from their individual student fees to support the intercollegiate program (Marks, 1973c: 36). In 1974, the University of Alberta students voted overwhelmingly in favour of a $7.00 University Athletic Board fee increase (Gateway, 1974).

The University of Ottawa conducted a poll in 1973 asking the students if they were in favour of an increase of the student athletic fee from $16 to $25 to maintain the football program and the school's other involvements at the intercollegiate level. The vote was a resoundingly in favor by a count of 1,271 to 356 (Marks, 1973c: 36).

When money is not available through the intercollegiate budget, some schools have been forced to seek help from other sources in the university. In 1976, the University of British Columbia was faced with the dilemma of deleting 12 men's sports from its program offerings. Fortunately, a special grant from the alumni association of that university postponed this measure (Shields, 1977).

As mentioned above, universities such as the University of Regina and the University of Calgary have had to cope with the financial dilemma by deleting intercollegiate teams from their program. In the Atlantic Universities Athletic Association, Memorial University of Newfoundland was forced to discontinue its intercollegiate program for two years because of the high cost of air travel (CIAU, 1978). Three intercollegiate football programs in the maritime provinces were discontinued between 1977 and 1980; Dalhousie University in 1977, the University of Prince Edward Island in 1979 and the University of New Brunswick in 1980. In all three cases, financial considerations were part of the decision to drop the football program. In the case of the University of New Brunswick football team, the administration felt that the best way to eliminate their $40,000 athletic deficit was to discontinue their most expensive sport. This was determined to be football (Jim Sexsmith, May 5, 1981).

In 1976, British Columbia universities lobbied their provincial government for funds to offset the high cost of air travel. Their request was denied but was one of the catalysts

which prompted the federal government to initiate the Equalization Grant to Universities and Colleges requiring air transportation.

In 1978, after several years of lobbying and negotiations between the Canadian Interuniversity Athletic Union and Sport Canada, an agreement was reached by which $450,000 from Loto Canada funds were to be directed to Canadian universities in the form of a yearly travel equalization grant. This allowed the twenty-two universities in the Western Provinces and the Maritimes to have access to government funds which would offset seventy percent of their "in-conference competition air travel for sports which lead to CIAU National Championships" (CIAU, 1978).

The grants provided support for intercollegiate programs particularly in Western Canada where athletic teams had to travel by air long distances within their leagues on a regular basis. In the Atlantic Universities Athletic Association, the travel subsidy grant allowed the Maritime universities to travel to Memorial University in St. John's, Newfoundland. It also allowed Memorial University to participate in women's basketball, field hockey, men's soccer, and men's and women's volleyball on a full league basis. Extensive intercollegiate contact was possible as well in hockey, men's basketball, swimming, diving, and wrestling (CIAU Publication, 1979).

Following the Progressive Conservative Party victory in the 1979 Canadian federal election, the Minister of State for Fitness and Amateur Sport, the Honourable Steve Paproski, reduced the travel subsidy from $450,000 to $190,000. This decision caused serious negative effects for many Canadian university athletic

programs, particularly in the Canada West Conference and the Great Plains Conference where commitments had already been made for the 1979-80 seasons.

As a result of some intense lobbying by CIAU member athletic directors, university presidents, and several Members of Parliament, the alloted figure was increased by $100,000 to $290,000 (see Appendix VI).

By December 1980, after the Liberal Party had formed a new government, the travel subsidy grant was raised to $400,000 with $378,000 going to the Canadian Interuniversity Athletic Union and $22,000 to Simon Fraser University in Vancouver through a member of the National Association of Intercollegiate Athletics (NAIA).

Peter Lesaux, Assistant Deputy Minister of the Federal government's Fitness and Amateur Sport stated: "The lifeline to that pursuit of excellence is the University. It is the government's hope that the university, through its athletes, coaches and facilities will become the centre of the country's drive toward success in international sport" (1981: 15).

Another method of reducing athletic program costs in universities has been the concept of university/community shared coaching arrangements. In 1979, the University of Alberta was able to make an arrangement with the City of Edmonton to share the services of Don McGavern, internationally recognized diving coach (interview, Brian Heaney, 1981). In 1980, the University of Saskatchewan arranged an arrangement between themselves, the Saskatchewan Provincial Sport and Recreation Branch and Saskatchewan Sport to fund the salary of their volleyball coach (Zimmer, 1981).

In summary, it is the opinion of many that virtually all of Canada's university athletic programs have had to cope with some degree of financial difficulty. As a result, during the 1960's and 1970's, all have had to devise methods to deal with these pressures. Government subsidies, coaching cost-sharing arrangements, increased student athletic fees, seek a share of university general funds and the deletion of intercollegiate sports teams have all constituted methods used to seek a maintenance of the status quo in Canadian universities athletic programs.

THE CURRENT FUNDING OF AMERICAN INTERCOLLEGIATE ATHLETICS

With well over 2,000 universities and colleges competing in intercollegiate sport in the United States, one can assume that the methods of financing the programs are many and varied. George Hanford has attempted to simplify the approaches taken by universities and colleges when funding their programs by classifying them into one of three categories. These categories are listed:

(a) Institutions which consider their athletic activity an integral part of their overall program and support them out of general funds.

(b) Institutions which consider sports to be extracurricular adjuncts yet deserving of support from general funds.

(c) Institutions which treat major elements of their sports programs, in this case intercollegiate sports, as

auxiliary enterprises requiring financial self-sufficiency (1979).

The American Council on Education has defined an auxiliary enterprise as follows:

> An entity that exists to furnish a service to students, faculty or staff and that charges at a rate directly related, but not necessarily equal to the cost of the service. The general public may be served incidentally by some auxiliary enterprises (Atwell, 1974: 2).

The National Collegiate Athletic Association (NCAA) is divided into three categories in which universities and colleges compete. These divisions are based on factors such as team proficiency, funding level, and commitment to the programs. In approximately one hundred of the American universities designated at Division I, intercollegiate athletics are classified theoretically as self-supporting auxiliary enterprises.

Generally, in Divisions I and II of the NCAA, in which the majority of schools with athletic programs compete, athletics are considered part of the regular budget of the institution in much the same manner as the instruction program (Atwell, 1974: 3). The Division II and III schools without auxiliary enterprise status and reliance on gate receipts, ironically have achieved the greatest institutional acceptance with regard to institutional budgetary support.

The Raiborn study (1969) indicated that the revenues which the institutions relied on to finance their intercollegiate programs varied considerably by the type of institution. Raiborn defined Class A institutions "as Division I schools with strong football

schedules and Class E schools as ones that did not compete in football and were not major competitors in basketball" (1969). Class A (118 institutions) and Class E (178 institutions) could be identified as two ends of the revenue spectrum. The average revenue for athletics of the Class A schools amounted to $1,273,000 while the Class E school mean was $10,000. Class E schools relied on 44 percent of their budgets coming from student activities fees, student ticket sales and other student assessments. Student fees and the like of Class A institutions, on the average, amounted to 12 percent of their total revenue. Other income areas which are utilized by Class A institutions include items such a radio and television income, post season game revenue which is distributed throughout the conferences, alumni donations, rental of facilities, government legislative fee remissions, ticket sales and concessions (Evans, 1974: 14).

The smaller Division II and III schools draw most of their income from the institutional budget or from student activity fees. In a survey of 351 junior colleges and small colleges in the United States, 275 or 78.3 percent of the schools indicated that student activity fees were their chief source of income (Mainieri, 1973: 27).

PRESSURES WHICH HAVE CONTRIBUTED TO THE INTERCOLLEGIATE ATHLETICS BUDGET DIFFICULTIES IN THE UNITED STATES

During the period from 1960 to 1980, a number of important social and economic factors developed which contributed to the present crisis state of intercollegiate finance. Referring to the

American intercollegiate situation scene, Dr. Frank Spechalske outlines six factors which he felt were the main contributors to the crisis:

1) The effectiveness of available revenue for college athletics is reduced due to inflation.

2) A significant general withdrawal of student funds supporting the athletic program.

3) An increase in the number of sports in which schools participate and in the number of dollars needed to support each sport particularly in the early 1960's.

4) An increase in the numerical size of coaching staffs in order to compete in recruiting and in the technical dimension of the sports.

5) Competition from professional sports teams for the sports dollar. This required a better and higher priced product at the collegiate level as well as a more expensive, more effective public relations program.

6) An inability of some schools and their athletic departments to recognize their maximum support level and reconcile their programs to it (1972: 27).

Dr. Earl Ziegler extracts three major problems which plagued intercollegiate athletics in the 1970's and contributed as major concern areas: Title IX (the legislated demand of female competitive sport organizations to receive equal funding allotments as male teams), the financial plight of higher education in general, a sluggish economy and inflation which Ziegler classified as "stagflation" (1980: 15).

Fuzak states that programs are faced with multiple pressures, many of which are economic. He attributed the annual inflation rates of fifteen percent, coupled with less available sources of funds, as major contributors to the crisis in higher education and intercollegiate athletics (1980: 3).

> Dependence on foreign oil to satisfy our insatiable appetite for fuel and the resulting zooming increase in fuel costs already have had a major impact on individual and group travel (Fuzak, 1980: 3).

Between 1960 and 1965, attendance at college sport events rose twenty-one percent; between 1965 and 1970, it went up nineteen percent; it rose only seven and a half percent between 1970 and 1975. Since 1975, attendance has risen only two percent (Frey, 1980: 34). It would appear that the rate of spectator attendance has been declining while costs of athletic programs, dependent on these gate receipts, have gone up sixty percent since 1972 (NCAA, 1978).

The decline in the rate of attendance at intercollegiate contests is two fold. First, the increased technology in the television industry has allowed greater emphasis as well as live coverage of sporting events from all over the world.

> In 1970, the Super Bowl game pitted the AFL Kansas City Chiefs against the NFL Minnesota Vikings in which 70,000,000 fans tuned in to watch on television (Patterson, 1978: 157).

> In 1973, the National Broadcasting Company set an all-time high for sports coverage with more than 300 hours of prime time telecasts, which was double their coverage devoted to pro sports in 1969 (Patterson, 1978: 157).

The second factor has been the surge of new professional sports teams and leagues in the 1970's which has drawn spectator support away from intercollegiate events. In 1965 there were fifty-seven major league franchises in four professional leagues in North American football, baseball, hockey, and basketball. Patterson also showed that by 1975, the number of professional sports teams had increased to 173 teams in fifty eight cities. This was an

increase of 116 franchises over a ten year period. He goes on to say:

> New sports leagues were born. Among the newcomers were the North American and American Soccer Leagues, World Team Tennis, the International Volleyball Association and the National Lacrosse League. In addition, golf, tennis, and bowling professionals criss-crossed the North American continent to participate in weekly tournaments (Patterson, 1978: 157).

Escalating grant-in-aid money and scholarship funds increasingly have become a budget problem for athletic directors in the United States. The average costs of educating an athlete have risen from an estimated $1,000 per year in 1964 to $2,200 per year in 1974 and could rise as high as $8,000 in the near future (Evans, 1974: 32). With major universities awarding as many as 145, four year full athletic scholarships to students each year, it is clear that inflation has had a serious impact on programs all over the country. Ohio State spent $1,084,000 in 1980 on their grant-in-aid program. The program which is funded strictly on donations has been of concern to Ohio State officials in that "inflation may eventually have an effect on contributions" (NCAA, 1980: 1).

The Kansas City Times recently published an article in which they cited four common factors contributing to the financial crisis within American intercollegiate sport programs.

1) Recruiting programs, enticements for contributors and the development of a success image are seldom considered when assessing athletic department budgets. Yet these are major expense factors.

2) Coaches and athletic directors have been forced to become fund raisers in order to attract dollars needed to satisfy the financial appetites of large athletic programs.

3) Because athletic directors fear a loss of contributions should their programs not receive widely favourable

> publicity, large amounts of money are spent on media, entertainment and expensive brochures.
>
> 4) Universities and state governments, which can be liable for the debts of athletic departments, maintain only loose control over spending (NCAA News, 1980: 5).

Although Title IX has allowed intercollegiate women's sports programs to receive equal shares of budget allotment with the men's sports, it has created a dilemma for athletic directors who must find additional funding.

> Title IX of the Education amendments of 1972, barred sex discrimination in schools receiving federal funds. Athletics has become the prime target of the Title IX interpretations, partially because the discriminatory practices between male and female opportunities are so easy to document such as coaches, salaries, schedule patterns, equipment, officiating services, per capita allocations (Ulrich, 1979: 78).

All NCAA schools had to comply with the Title IX regulations by September of 1979. The impact was great. For example, the equalization of women's sports at UCLA cost $235,000 (NCAA, 1980:1). The NCAA viewed the "financial crunch" as a three dimensional one. The organization has felt that intercollegiate sports are plagued by inflation, in the form of air transportation, room and board, tuition and equipment costs. The Title IX legislation has been seen by the NCAA as another contributor to the dilemma. The third area of concern is budget management which occasionally has been questionable:

> The blame does not necessarily lie within athletic departments, although some indisputably have themselves at fault for some of their current trouble. Some of the blame, however, may be placed on the university as a whole and perhaps even the state government (NCAA, 1980: 1).

The smaller post-secondary institutions have also been affected by severe financial problems with respect to their

intercollegiate programs. Dr. Carl Everts of Concordia College in Seward Nebraska explains why Concordia College and other small schools are experiencing financial problems:

1) The athletic program is funded almost totally by student fees and the number of students has decreased from 1,535 in 1970-71 to the present 1,039 - a loss of about one-third of its students and thus, one-third of its revenue.

2) During this same seven year period, the number of sports has remained the same. The athletic department has tried to follow the philosophy of offering a broad program on intercollegiate sports.

3) While the number of sports has stayed the same, there has been an increased emphasis on women's sports, particularly with regard to their funding.

4) The cost of athletic goods and services has risen at least as fast as the rate of inflation (Everts, 1978: 9).

In the early seventies, student pressure and concern sparked questions over where the student athletic fee money was being spent. Student groups across the country disagreed with the way funds were spent and withheld their fee money or did not pay them at all. Students at the University of Kansas, Colorado State and San Jose State voted to withhold their funds from athletics for the 1971-72 year because they felt that the funds could be better spent in areas more consistent with their interests (Evans, 1974: 18). In some cases, this student fee money has been lost forever, thereby forcing athletic departments to look elsewhere for funding.

HOW AMERICAN INTERCOLLEGIATE ATHLETIC ADMINISTRATORS HAVE COPED WITH THE BUDGET DIFFICULTIES

In 1977, eighty one percent of all NCAA football programs lost money. Only thirty athletic programs in the United States were "in

the black" or self-sufficient (Frey, 1979: 38). Thus, the majority of NCAA schools have been placed in a position where they must cope with unbalanced budgets, deficits and a variety of financial problems in order to survive. In the 1960's and 1970's, American universities and colleges utilized a variety of methods to ease the financial strain.

The most expedient method it was determined was to increase revenue. Institutions which relied on gate receipts for the majority of their funding, raised their ticket price of admission for their spectator sports. Ticket prices, however, have an upper price limit - a limit that tests "fan financial loyalty" (The Oregon Forum, 1974: 1).

Universities blessed with large spectator facilities sought external tennants such as professional teams to play exhibition contests in their facilities. By charging a rental fee or a percentage of the gate receipts, schools were able to gain more revenue from a facility that sat idle during most of the year. In the 1970's, the New York Giants football team played in Yale University's "Yale Bowl" stadium for several seasons while their own stadium was being renovated.

Some schools have chosen to delete non-revenue producing sports from their program repertoire with the rationale that: if they do not generate gate revenue, they cannot be a part of the program (NCAA, 1980: 1). Other universities have decided to alleviate their money problems by deleting single sports which result in the greatest expense. "In the last twelve years, forty-eight schools have dropped football and more are

contemplating such action" (Frey, 1979: 38). For some institituions in the 1960's, television contracts provided some much needed financial assistance. A post-season football bowl appearance by a conference team has resulted in television rights money being shared by all of the conference member schools. In some states, intercollegiate athletics have been assisted by state legislatures who have subsidized programs and absorbed the deficits accrued by the athletic departments of the institutions. In 1974, the Oregon legislature was approached by its resident universities with a request for funds from the state for their smaller, non-revenue producing sports (The Oregonian, 1974: 1). As well, universities across the country have lobbied their respective state legislatures seeking financial support for athletics. For schools relying primarily on student athletic fees to finance their intercollegiate programs, an increase of these fees has provided a means of increasing available funds to meet program needs and expenses.

Other methods which have been adopted to cope with the difficult pressures facing intercollegiate athletics are:

1) classification of intercollegiate sports, whereby a funding scheme is implemented with each sport in the university subjected to a different level of funding. Concordia College in Nebraska is one of many schools to develop guidelines for determining levels of intercollegiate sports with the sports in each level being funded differently (Everts, 1978: 9).
2) Modes of transportation have been adjusted to coincide

with available budget resources. Schools have began to rely on ground transportation more than air travel.

3) Length of schedules, the number of exhibition trips and tournament appearances have been curtailed in order to save money. Some universities and colleges have restricted their league schedules to local and in-state competition.

4) Product market has been another approach that has been widely used in athletics in the United States. By successfully marketing their sports product, universities have been able to increase gate revenue thus easing financial burdens.

> Dwindling finances, a dynamic environment and, most importantly, the demands of competition, have forced many non-business organizations to embrace the marketing concept. Administrators of these organizations now understand that they must develop specific product, price, place and promotion strategies and precisely identify their target market if they are to survive (Broyles, Hay and Ginter, 1979: 8).

Whether increasing revenue or cutting expenses, athletic administrators in the United States have developed numerous methods of coping with the financial dilemma. Thrift, ingenuity, and solicitation are the key words which describe the manner in which American Universities have coped with financial problems surrounding athletic programs.

CHAPTER V

METHODOLOGY

OBJECTIVES

The primary objectives of this study are to identify and measure:

a) Methods employed by intercollegiate athletic administrators to contend with intercollegiate sports budgeting process difficulties in selected western Canadian schools yearly between 1970 and 1981.

b) Program pressures and factors which were perceived by athletic administrators to contribute to intercollegiate sports program financial difficulties in selected western Canadian universities yearly between 1970 and 1981.

To achieve these objectives, a questionnaire was developed with a series of rating scales of 1, 2, 3, 4, 5, and N.A. (not applicable). The respondent was asked to refer to the rating scale when answering the questions. The rating scale indicates the degree of importance which the respondent felt the question merited for each of the requested years 1970 through to 1981.

SELECTION OF INSTITUTIONS

Careful perusal of available financial documentation on universities in western Canada, including information accumulated by Shields in 1977, revealed that there was a distinct number of universities whose athletic programs, relatively speaking could be considered to fit the criteria in terms of size. These

universities have been determined to be heavily committed to intercollegiate sport on the basis of monetary expenditure and the number of intercollegiate teams they sponsor.

In order to acquire a survey group that shared similar, mutually inclusive problems and concerns, it was deemed important to select schools whose intercollegiate athletic programs were comparable.

The following criteria was used to select western Canadian universities for the study:

a) Membership in the Canadian Interuniversity Athletic Union (CIAU).

b) Membership in the Canada West University Athletic Association (CWUAA) or the Great Plains Athletic Conference (G-PAC).

c) A student enrollment of at least 10,000 students.

d) Sponsorship of a minimum total of ten men's and women's intercollegiate teams in total for each of the years 1970-1981.

e) Sponsorship of a team in the Western Intercollegiate Football League (WIFL).

Of the eleven schools participating in intercollegiate sport in the CWUAA and the G-PAC Conferences, the following five universities met the study criteria:

- The University of Alberta
- The University of British Columbia
- The University of Calgary

- The University of Manitoba
- The University of Saskatchewan

SELECTION OF RESPONDENTS

One respondent was required from each of the selected institutions. Each one was required to meet the following criteria in order to be deemed a qualified respondent:

a) Involvement in intercollegiate sport as an administrator and/or coach was required to be a minimum of twelve years (1970-1981).

b) A voting member for the representative institution at CWUAA or G-PAC meetings during at least eight of the years between 1970 and 1981.

c) Held the position of Faculty Dean, Physical Education Department Head, Athletic Director, Intercollegiate Coordinator or equivalent position within the institution.

An athletic administrator was selected by way of the above criteria, to represent each of the five western Canadian schools selected for the study.

QUESTIONNAIRE PROCEDURE

The five questionnaires directed to the selected institutions were administrated in two stages. The part mailed out March 17, 1981 included:

1) A Letter of Introduction and Support from Mr. Ed Zemrau,

the President of the Canadian Interuniversity Athletic Union.

2) A personal letter from the writer to each respondent requesting their participation.

3) Instructions for completing the questionnaire, definition of terms and questionnaire return deadlines.

4) Part I of the questionnaire.

Stage two in the administration of the questionnaire was developed when it was concluded that one of the questionnaire pages could be revamped and expanded in an attempt to garner more meaningful results. Thus, on March 24, 1981, replacement pages accompanied by an explanation letters were forwarded to the respondents (see Appendix VII).

The return date for all questionnaires was set as April 6, 1981. All but one of the questionnaires were returned to the writer by the above date. A reminder letter and two follow-up phone calls in ensuing weeks proved ineffective in obtaining the final questionnaire. However, a return rate of 80 percent was surmised as adequate to monitor the survey group.

SCORING THE DATA

When the questionnaires were completed and returned, each one was divided into five sub-sections. The corresponding sub-sections from all the questionnaires were collated for comparison.

Data sheets were developed to identify each year's percent response by year for each scale value as well as the mean scale value of each of the sub-unit questions. When determining the mean

scale value for each question, the scale value "Not Applicable (N.A.)" was assigned a value of zero. It is recognized that this generalization may slightly reduce the overall mean scale value responses of the questionnaire. The amount by which the "zeros" affected the overall analysis, however,was deemed insignificant.

Further analysis was performed by transferring the yearly mean sub-scale value of each question to a graph. This provided an extraction of noticable trends from year to year. Graphing of mean responses for each question facilitated clear inter-question comparison, thus allowing the yearly importance of intercollegiate budget process components and the factors which affect them to be ranked.

CHAPTER VI

RESULTS, ANALYSIS AND INTERPRETATION

FUNDING SOURCES OF ANNUAL INTERCOLLEGIATE ATHLETIC BUDGETS 1970-1981

Respondents were asked to use a five point ranking scale to indicate the relative importance of potential sources of funding (or revenues) for their intercollegiate program from selected years between 1970-1981. The results have been outlined in detail in Tables I through VI.

In 1970-71, self-generated budget funds were deemed by two schools or fifty percent of the respondents to be insignificant budget funding sources. As well, during the same period, federal government direct financial assistance to the surveyed intercollegiate program budgets was non-existent. Two schools indicated that federal government funds were "not a significant budget funding source." The other two schools felt that the federal funds, were "not applicable to our situation." By 1980-81, partially due to the federal travel equalization grants alloted to selected Canadian universities, the athletic administrators all felt that the federal funds were "of real importance as a funding source."

Other government funding, which was insignificant or non-applicable to all of the respondents in 1970-71, was still classified as non-applicable by two schools in 1980-81 while the other two institutions felt that it warranted the grade of "real importance" and "great importance" as budget funding sources,

respectively. It is evident, therefore, that the decade produced an increased amount of government involvement at more than one level by providing sources of funding for intercollegiate sports programs in western Canada.

Seventy-five percent of the respondents for each of the measured years felt that the student athletic fee was "of great importance" as a budget funding source. Similarly, the athletic department budget was categorized by seventy-five percent of the respondents in the years 1970-71, 1972-73, and 1974-75 as being "of great importance as a budget funding source." By 1976-77 and thereafter, the respondents representing all four schools felt that the athletic department budget was "of great importance as a budget funding source" for the top mean scale value of 5.00.

When examining the mean scale values of all the respondents for all potential funding sources plotted for each of the observed years, a number of trends are evident. For example, Figure 1 indicates that university general budget and the faculty/school of physical education budget were consistently considered at least "of some importance" as budgetary funding sources to the majority of respondents during the decade. Student services fees were not seen by the respondents as "a significant budget funding source" for the entire decade except for 1970-71 when one school felt that it was of great importance.

The importance of gate receipts as a funding source increased only slightly during the decade from a mean scale value of 3.00 in 1974-75 to a scale value of 3.25 for 1976-77 and thereafter. Perceptions of the importance of federal government funds increased

dramatically from a 1.00 mean scale value in 1970-71 to the 4.00 level in 1980-81.

As indicated in Figure 2, the mean scale value of self-generated budget funds was 1.25 in 1970-71, 2.00 in 1974-75, 2.25 in 1976-77 to 3.00 in 1980-81. This indicates a gradual awareness by the respondents in the study that it has become more and more important for universities to generate their own funds if programs are to remain viable.

In the following pages, tables I through VI give the reader detailed information on yearly percent responses for the scale values of each question. Figures 1 and 2 focus on graphically conveying the mean yearly responses scale values of the funding sources.

TABLE I

FUNDING SOURCES OF ANNUAL

INTERCOLLEGIATE ATHLETIC BUDGETS

1970-71

FUNDING SOURCE	Percent Response for Scale Value						
	1	2	3	4	5	N.A.[1]	MEAN
1. University General Budget	0	0	0	0	75	25	3.75
2. Self-Generated Budget	50	0	25	0	0	25	1.25
3. Athletic Department Budget	25	0	0	0	75	0	4.00
4. Faculty/School of Phys. Ed. Budget	25	0	0	0	25	50	1.50
5. Student Services Fee	25	0	0	0	25	50	1.50
6. Student Athletic Fee	0	0	0	0	100	0	5.00
7. Gate Receipts	25	25	50	0	0	0	2.25
8. Other Government Funds	50	0	0	0	0	50	.50
9. Federal Government Funds	50	0	0	0	0	50	.50
10. Other/Alumni	0	0	25	0	0	0	3.00

1. Assigned a value of zero when determining the mean scale value. See page 76 Methodology Chapter.

TABLE II

FUNDING SOURCES OF ANNUAL

INTERCOLLEGIATE ATHLETIC BUDGETS

1972-73

FUNDING SOURCE	Percent Response for Scale Value 1	2	3	4	5	N.A.[1]	MEAN
1. University General Budget	0	0	25	0	50	25	3.25
2. Self-Generated Budget	25	0	25	25	0	25	2.00
3. Athletic Department Budget	0	0	0	25	75	0	4.75
4. Faculty/School of Phys. Ed. Budget	0	0	0	25	50	25	3.50
5. Student Services Fee	25	0	0	0	0	75	.25
6. Student Athletic Fee	25	0	0	0	75	0	4.00
7. Gate Receipts	0	25	75	0	0	0	2.75
8. Other Government Funds	50	0	0	0	0	50	.50
9. Federal Government Funds	50	0	0	0	0	50	.50
10. Other/Alumni	0	0	25	0	0	0	3.00

1. Assigned a value of zero when determining the mean scale value. See page 76 Methodology Chapter.

TABLE III

FUNDING SOURCES OF ANNUAL

INTERCOLLEGIATE ATHLETIC BUDGETS

1974-75

FUNDING SOURCE	Percent Response for Scale Value						
	1	2	3	4	5	N.A.[1]	MEAN
1. University General Budget	0	25	0	0	50	25	3.00
2. Self-Generated Budget	25	0	25	25	0	25	2.00
3. Athletic Department Budget	0	0	0	25	75	0	4.75
4. Faculty/School of Phys. Ed. Budget	0	0	0	25	50	25	3.50
5. Student Services Fee	25	0	0	0	0	75	0.25
6. Student Athletic Fee	25	0	0	0	75	0	4.00
7. Gate Receipts	0	25	50	25	0	0	3.00
8. Other Government Funds	50	0	0	0	0	50	.50
9. Federal Government Funds	50	0	0	0	0	50	.50
10. Other/Alumni	0	0	0	25	0	0	3.00

1. Assigned a value of zero when determing the mean scale value. See page 76 Methodology Chapter

TABLE IV

FUNDING SOURCES OF ANNUAL

INTERCOLLEGIATE ATHLETIC BUDGETS

1976-77

FUNDING SOURCE	Percent Response for Scale Value 1	2	3	4	5	N.A.[1]	MEAN
1. University General Budget	0	25	0	0	50	25	3.00
2. Self-Generated Budget	25	0	25	0	25	25	2.25
3. Athletic Department Budget	0	0	0	0	100	0	5.00
4. Faculty/School of Phys. Ed. Budget	0	0	0	25	50	25	3.50
5. Student Services Fee	25	0	0	0	0	75	0.25
6. Student Athletic Fee	25	0	0	0	75	0	4.00
7. Gate Receipts	0	25	25	50	0	0	3.25
8. Other Government Funds	0	0	50	0	0	50	0.75
9. Federal Government Funds	0	0	50	0	0	50	0.75
10. Other/Alumni	0	0	25	0	0	0	3.00

1. Assigned a value of zero when determing the mean scale value. See page 76 Methodology Chapter.

TABLE V

FUNDING SOURCES OF ANNUAL

INTERCOLLEGIATE ATHLETIC BUDGETS

1978-79

FUNDING SOURCE	Percent Response for Scale Value						
	1	2	3	4	5	N.A.[1]	MEAN
1. University General Budget	0	25	0	0	50	25	3.00
2. Self-Generated Budget	25	0	0	25	25	25	2.50
3. Athletic Department Budget	0	0	0	0	100	0	5.00
4. Faculty/School of Phys. Ed. Budget	0	0	0	0	75	25	3.75
5. Student Services Fee	25	0	0	0	0	75	0.25
6. Student Athletic Fee	25	0	0	0	75	0	4.00
7. Gate Receipts	0	25	25	50	0	0	3.25
8. Other Government Funds	0	0	50	0	0	50	1.50
9. Federal Government Funds	0	0	50	0	0	50	2.75
10. Other/Alumni	0	0	25	0	0	0	3.00

1. Assigned a value of zero when determining the mean scale value. See page 76 Methodology Chapter.

TABLE VI

FUNDING SOURCES OF ANNUAL

INTERCOLLEGIATE ATHLETIC BUDGETS

1980-81

FUNDING SOURCE	Percent Response for Scale Value						
	1	2	3	4	5	N.A.[1]	MEAN
1. University General Budget	0	25	0	0	50	25	3.00
2. Self-Generated Budget	0	0	25	25	25	25	3.00
3. Athletic Department Budget	0	0	0	0	100	0	5.00
4. Faculty/School of Phys. Ed. Budget	0	0	0	0	75	25	3.75
5. Student Services Fee	25	0	0	0	0	75	0.25
6. Student Athletic Fee	25	0	0	0	75	0	4.00
7. Gate Receipts	0	25	25	50	0	0	3.25
8. Other Government Funds	0	0	25	25	0	50	1.75
9. Federal Government Funds	0	0	25	50	25	0	4.00
10. Other/Alumni	0	0	25	0	0	0	3.00

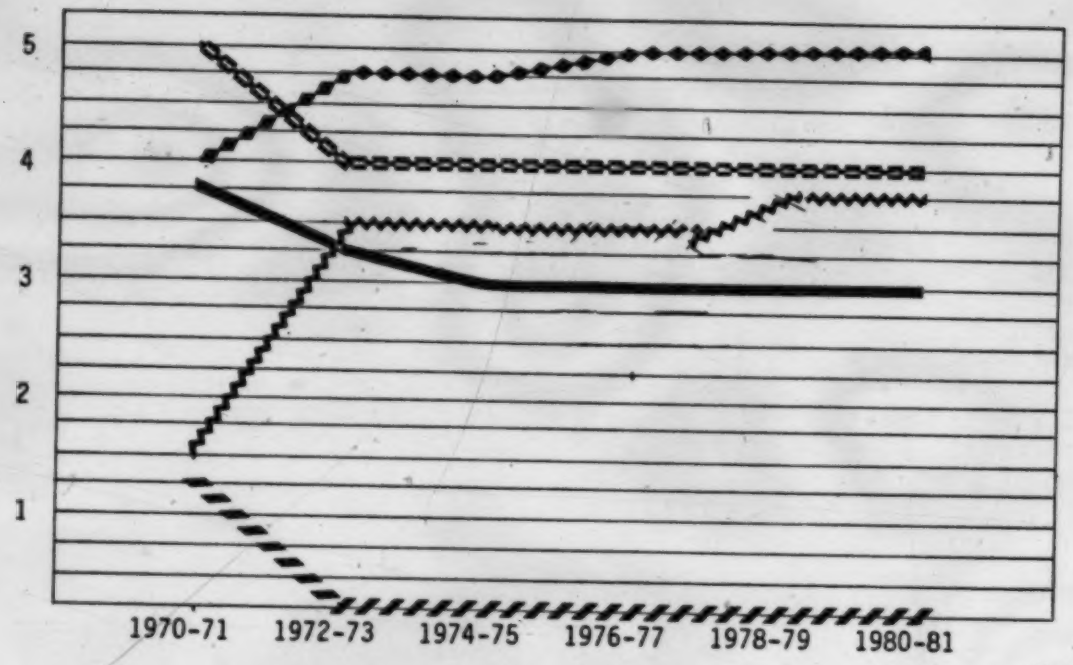
1. Assigned a value of zero when determining the mean scale value. See page 76 Methodology Chapter.

FIGURE 1

FUNDING SOURCES OF INTERCOLLEGIATE

ATHLETIC BUDGETS 1970 TO 1981

INTERNAL SOURCES



- University General Budget
- Athletic Department Budget
- Faculty/School of Physical Education Budget
- Student Services Fee
- Student Athletic Fee

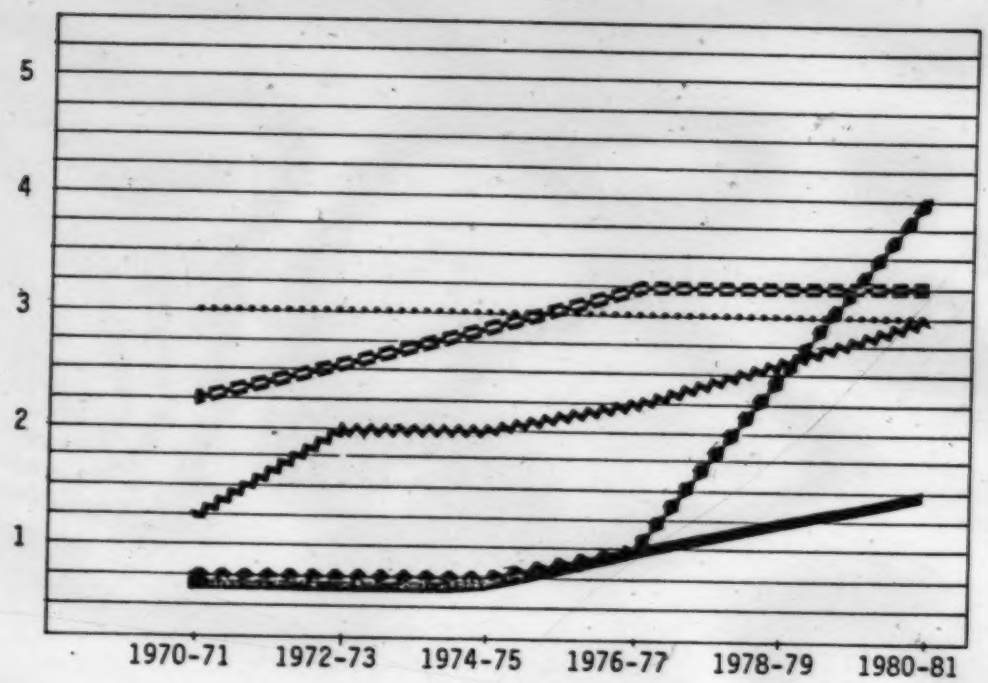
1. Not a significant budget funding source.
2. Of little importance as a budget funding source.
3. Of some importance as a budget funding source.
4. Of real importance as a budget funding source.
5. Of great importance as a budget funding source.

FIGURE 2

FUNDING SOURCES OF INTERCOLLEGIATE

ATHLETIC BUDGETS 1970 TO 1981

EXTERNAL SOURCES



- Self Generated Budget
- Gate Receipts
- Federal Government Funds
- Other Government Funds
- Other (Alumni)

1. Not a significant budget funding source.
2. Of little importance as a budget funding source.
3. Of some importance as a budget funding source.
4. Of real importance as a budget funding source.
5. Of great importance as a budget funding source.

INTERCOLLEGIATE ATHLETIC BUDGET PRESSURES DURING 1970-1981

The respondents were asked to rank the importance level of a series of pressure sources that might have affected intercollegiate sports programs during the 1970 to 1981 period. Without exception, all respondents felt that inflation ranked as a source of pressure which warranted "great importance." This pressure source on the athletic budget was the only one to obtain a mean scale value of 5.00.

In Table VII fifty percent of the respondents felt that the pressure to add men's sports teams was of "little importance" as a budget pressure. On the other hand, seventy-five percent felt that pressures to add women's sports teams was of "some importance." This may indicate that women's intercollegiate sports programs in the 1970's were requesting a greater share of existing budget allocations for additional teams than were the men's programs. Fifty percent of the respondents ranked pressure on budget allocations to add co-ed sports to be of "great importance."

Respondents were asked to rank the pressure or threat of actual reduction of existing budgets as the result of changing priorities within the athletic department, school or faculty of physical education, undergraduate and graduate students and the university as a whole. In their perceptions of "pressure of threat or reduction due to changing priorities" at their universities, the respondents varied greatly. It can be concluded by the responses to this question that there is a great deal of diversity confronting athletic administrators in western Canada as they attempt to fund their programs.

When analyzing the pressure due to "threat of or actual reduction of existing budget as a result of changing priority within graduate and undergraduate students," a significant difference from school to school appears in pressures on budget allocation. Twenty-five percent of the respondents felt the pressure was of "no importance." Fifty percent felt it was of "little importance" while at the other end of the scale, 25 percent of the respondents felt that pressure from graduate and undergraduate students was of "great importance." The mean scale value during the seventies was 2.50. Fifty percent of the respondents felt that pressure because of "threat or reduction as a result of changing priorities within the university as a whole" were of "some importance" and an overall 2.75 mean scale value emerged.

The complete results of the response to this aspect of the study are shown in Table VII.

TABLE VII

INTERCOLLEGIATE ATHLETIC BUDGET

PRESSURES IN THE 1970'S

BUDGET PRESSURE	PERCENT RESPONSE FOR SCALE VALUE						
	1	2	3	4	5	N.A.[1]	MEAN
1. Pressure from inflation	0	0	0	0	100	0	5.00
2. Pressure to extend existing programs							
a) Men	0	0	50	25	25	0	3.75
b) Women	0	0	50	25	25	0	3.75
c) Co-ed	0	0	50	25	25	0	3.75
3. Pressure to add new programs							
a) Men	0	50	25	25	0	0	2.75
b) Women	0	0	75	25	0	0	3.25
c) Co-ed	0	25	50	25	0	0	3.00
4. Pressure of threat or reduction as a result of changing priorities within:							
a) athletic dept	25	0	50	0	25	0	3.00
b) school/faculty	25	0	25	25	0	25	2.00
c) undergrad and grad students	25	50	0	0	25	0	2.50
d) university	25	0	50	25	0	0	2.75

1. Assigned a value of zero when determining a mean scale value. See Page 76 Methodology Chapter.

METHODS OF REDUCING OR ELIMINATING INTERCOLLEGIATE ATHLETIC BUDGET REQUESTS AND EXISTING ALLOCATIONS "BEFORE THE FACT" DURING THE YEARS 1970-1981

When projecting an athletic budget for an upcoming year, an athletic administrator is often faced with the task of reducing or rejecting budget requests and matching existing allocations to levels which coincide with expected income. This study required the respondents to indicate the level of importance of each one of a group of measures which may have been used to reduce or reject budget requests and allocations at their universities. The replies were based on the respondents perception of situations which prevailed at each of the institutions in the selected years of the study.

The list of methods used to reduce or eliminate budget requests and maintain existing allocations were as follows: Reduce or eliminate requests for equipment purchase; capital expenses; maintenance and repair to equipment; travel and related expenses of intercollegiate teams; the number of intercollegiate teams; and any other reduction methods used by the respondent. This particular section demonstrated a high degree of variation in response. The respondents were asked to grade the importance of six methods of dealing with this problem during six selected academic years over a twelve year period. So diverse were the responses that not one method of coping in any of the observed years was the same.

The two methods which grew increasingly popular, however, were to reduce travel and related expenses or to reduce the number of intercollegiate teams. In 1970-71, (Table VIII) two respondents felt that reducing travel and related expense was not of any significant importance while the two other respondents indicated that it was of some

importance and of real importance, respectively. By 1976-77, (Table XI) three out of four respondents stated that reduction of travel and related costs was of real importance in reducing budget requests. This was the highest score during the entire decade with a mean scale value of 3.50 on a scale of five. The 1978-79 and 1980-81 observed years showed that a reduction of the travel and related costs method of coping moved from a mean scale of 3.50 to 3.25. This can be attributed to the introduction of the Federal Governmental Travel Equalization Grant which eased the travel burden of western Canadian schools athletic programs.

In the first observed year of this study, 1970-71, reduction of intercollegiate teams as a coping method produced a divergence of opinion. Two respondents stated that reducing the number of intercollegiate teams was not of any significant importance at their universities, while two others felt that it was of little importance and of great importance, respectively. These answers produced a 2.25 mean scale value for the method or better than the "of little importance" level. Gradually over the decade, this method increased in importance to the 3.25 mean scale value in 1976-77 where it stabilized until the last observed year 1980-81.

When viewing the six observed years of the graphed mean scale "coping methods," (see Figures 3 and 4) it is important to note that each item reaches its peak of importance in the 1976-77 academic year. It can be deduced from this information that the most difficult year for western Canadian athletic administrators to accommodate program requests with available funds was in 1976-77.

Tables VIII to XIII outline in detail the information related to methods of reducing or eliminating intercollegiate athletic budget requests and existing allocations before the fact.

TABLE VIII

METHODS OF REDUCING OR REJECTING INTERCOLLEGIATE ATHLETIC BUDGET REQUESTS AND EXISTING ALLOCATIONS "BEFORE THE FACT", 1970-71

	Percent Response for Scale Value						
COPING METHOD	1	2	3	4	5	N.A.[1]	MEAN
1. Reduce/eliminate equipment purchase	50	0	50	0	0	0	2.00
2. Reduce/eliminate intercollegiate capital expenses	25	50	0	0	0	25	1.25
3. Reduce/eliminate maint. and repair	75	0	25	0	0	0	1.50
4. Reduce travel & related expenses	50	0	25	25	0	0	2.25
5. Reduce inter-collegiate teams	50	25	0	0	25	0	2.25
6. Others							
a) Seek meal subsidy	0	0	0	25	0	0	4.00
b) Restrict exhibition play	0	0	25	0	0	0	3.00
c) Seek alumni aid	0	0	25	0	0	0	3.00
d) Seek special travel fares	0	25	0	0	0	0	2.00
e) Stringent criteria for validity of competitive events	0	0	25	0	0	0	3.00
f) acquisition of federal travel equalization fund	0	0	0	0	0	25	--

1. Assigned a value of zero when determining the mean scale value. See page 76 Methodology Chapter.

TABLE IX

METHODS OF REDUCING OR REJECTING INTERCOLLEGIATE ATHLETIC BUDGET REQUESTS AND EXISTING ALLOCATIONS "BEFORE THE FACT", 1972-73

	Percent Response for Scale Value						
COPING METHOD	1	2	3	4	5	N.A.[1]	MEAN
1. Reduce/eliminate equipment purchase	25	25	50	0	0	0	2.25
2. Reduce/eliminate intercollegiate capital expenses	0	75	0	0	0	25	1.50
3. Reduce/eliminate maint. and repair	50	25	25	0	0	0	1.75
4. Reduce travel & related expenses	50	0	50	0	0	0	2.00
5. Reduce inter-collegiate teams	25	50	0	0	0	25	1.25
6. Others							
a) Seek meal subsidy	0	0	0	25	0	0	4.00
b) Restrict exhibition play	0	0	25	0	0	0	3.00
c) Seek alumni aid	0	0	25	0	0	0	3.00
d) Seek special travel fares	0	25	0	0	0	0	2.00
e) Stringent criteria for validity of competitive events	0	0	25	0	0	0	3.00
f) acquisition of federal travel equalization fund	0	0	0	0	0	25	--

1. Assigned a value of zero when determining the mean scale value. See page 76 Methodology Chapter.

TABLE X

METHODS OF REDUCING OR REJECTING INTERCOLLEGIATE ATHLETIC BUDGET REQUESTS AND EXISTING ALLOCATIONS "BEFORE THE FACT", 1974-75

	Percent Response for Scale Value						
COPING METHOD	1	2	3	4	5	N.A.[1]	MEAN
1. Reduce/eliminate equipment purchase	25	0	50	0	25	0	3.00
2. Reduce/eliminate intercollegiate capital expenses	0	25	25	0	25	25	2.50
3. Reduce/eliminate maint. and repair	50	0	50	0	0	0	2.00
4. Reduce travel & related expenses	25	0	50	0	25	0	3.00
5. Reduce inter-collegiate teams	0	75	0	25	0	0	2.50
6. Others							
a) Seek meal subsidy	0	0	0	25	0	0	4.00
b) Restrict exhibition play	0	0	25	0	0	0	3.00
c) Seek alumni aid	0	0	25	0	0	0	3.00
d) Seek special travel fares	0	0	0	25	0	0	4.00
e) Stringent criteria for validity of competitive events	0	0	0	25	0	0	4.00
f) acquisition of federal travel equalization fund	0	0	0	0	0	25	--

1. Assigned a value of zero when determining the mean scale value. See page 76 Methodology Chapter.

TABLE XI

METHODS OF REDUCING OR REJECTING INTERCOLLEGIATE ATHLETIC BUDGET REQUESTS AND EXISTING ALLOCATIONS "BEFORE THE FACT", 1976-77

	Percent Response for Scale Value						
COPING METHOD	1	2	3	4	5	N.A.[1]	MEAN
1. Reduce/eliminate equipment purchase	0	25	50	25	0	0	3.00
2. Reduce/eliminate intercollegiate capital expenses	0	25	0	25	25	25	2.75
3. Reduce/eliminate maint. and repair	50	0	25	25	0	0	2.25
4. Reduce travel & related expenses	0	25	0	75	0	0	3.50
5. Reduce inter-collegiate teams	0	25	25	50	0	0	3.25
6. Others							
a) Seek meal subsidy	0	0	0	25	0	0	4.00
b) Restrict exhibition play	0	0	0	25	0	0	4.00
c) Seek alumni aid	0	0	0	25	0	0	4.00
d) Seek special travel fares	0	0	0	25	0	0	4.00
e) Stringent criteria for validity of competitive events	0	0	0	25	0	0	4.00
f) acquisition of federal travel equalization fund	0	0	0	0	0	0	--

1. Assigned a value of zero when determining the mean scale value. See page 76 Methodology Chapter.

TABLE XII

METHODS OF REDUCING OR REJECTING INTERCOLLEGIATE ATHLETIC BUDGET REQUESTS AND EXISTING ALLOCATIONS "BEFORE THE FACT", 1978-79

	Percent Response for Scale Value						
COPING METHOD	1	2	3	4	5	N.A.[1]	MEAN
1. Reduce/eliminate equipment purchase	0	25	75	0	0	0	2.75
2. Reduce/eliminate intercollegiate capital expenses	0	25	0	25	25	25	2.75
3. Reduce/eliminate maint. and repair	50	0	50	0	0	0	2.00
4. Reduce travel & related expenses	0	25	25	50	0	0	3.25
5. Reduce inter-collegiate teams	0	50	0	50	0	0	3.00
6. Others							
a) Seek meal subsidy	0	0	0	25	0	0	4.00
b) Restrict exhibition play	0	0	0	0	25	0	5.00
c) Seek alumni aid	0	0	0	25	0	0	4.00
d) Seek special travel fares	0	0	0	0	25	0	5.00
e) Stringent criteria for validity of competitive events	0	0	0	0	25	0	5.00
f) acquisition of federal travel equalization fund	0	0	0	0	25	0	5.00

1. Assigned a value of zero when determining the mean scale value. See page 76 Methodology Chapter.

TABLE XIII

METHODS OF REDUCING OR REJECTING INTERCOLLEGIATE ATHLETIC BUDGET REQUESTS AND EXISTING ALLOCATIONS "BEFORE THE FACT", 1980-81

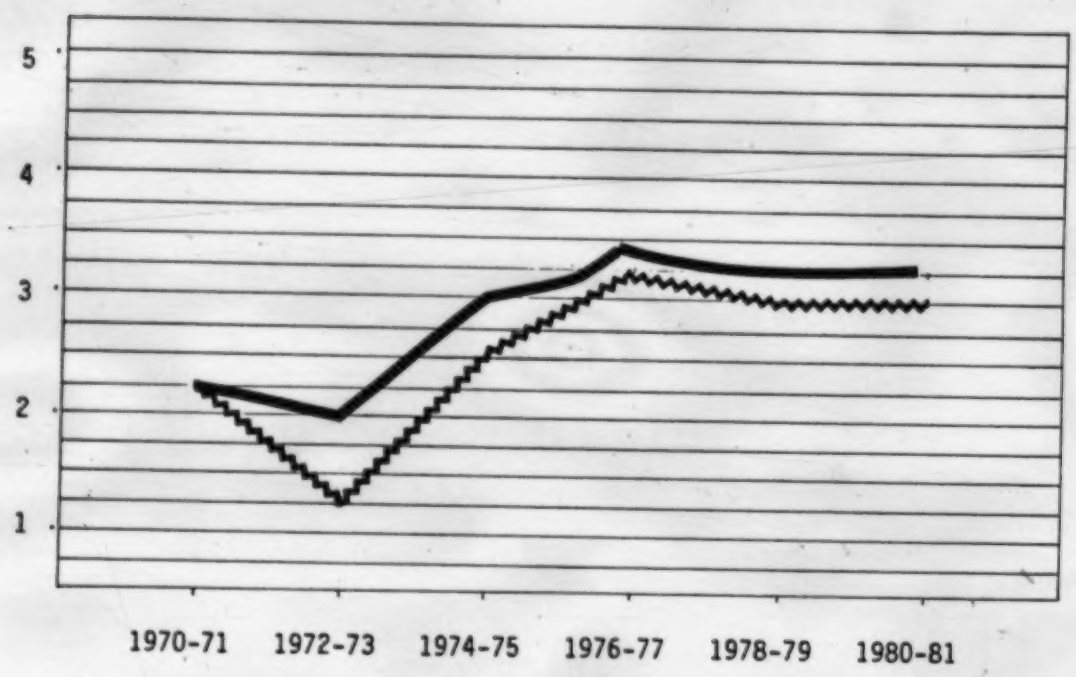
	Percent Response for Scale Value						
COPING METHOD	1	2	3	4	5	N.A.[1]	MEAN
1. Reduce/eliminate equipment purchase	25	0	50	25	0	0	2.75
2. Reduce/eliminate intercollegiate capital expenses	0	25	0	25	25	25	2.75
3. Reduce/eliminate maint. and repair	50	25	25	0	0	0	1.75
4. Reduce travel & related expenses	0	25	25	50	0	0	3.25
5. Reduce inter-collegiate teams	0	50	0	50	0	0	3.00
6. Others							
a) Seek meal subsidy	0	0	0	25	0	0	4.00
b) Restrict exhibition play	0	0	0	0	25	0	5.00
c) Seek alumni aid	0	0	0	25	0	0	4.00
d) Seek special travel fares	0	0	0	0	25	0	5.00
e) Stringent criteria for validity of competitive events	0	0	0	0	25	0	5.00
f) acquisition of federal travel equalization fund	0	0	0	0	25	0	5.00

1. Assigned a value of zero when determining the mean scale value. See page 76 Methodology Chapter.

FIGURE 3

METHODS OF REDUCING OR ELIMINATING INTERCOLLEGIATE ATHLETIC BUDGET REQUESTS AND EXISTING ALLOCATIONS

"BEFORE THE FACT" 1970 TO 1981
SCHEDULE/TEAM REDUCTIONS



- Team Travel Reduction

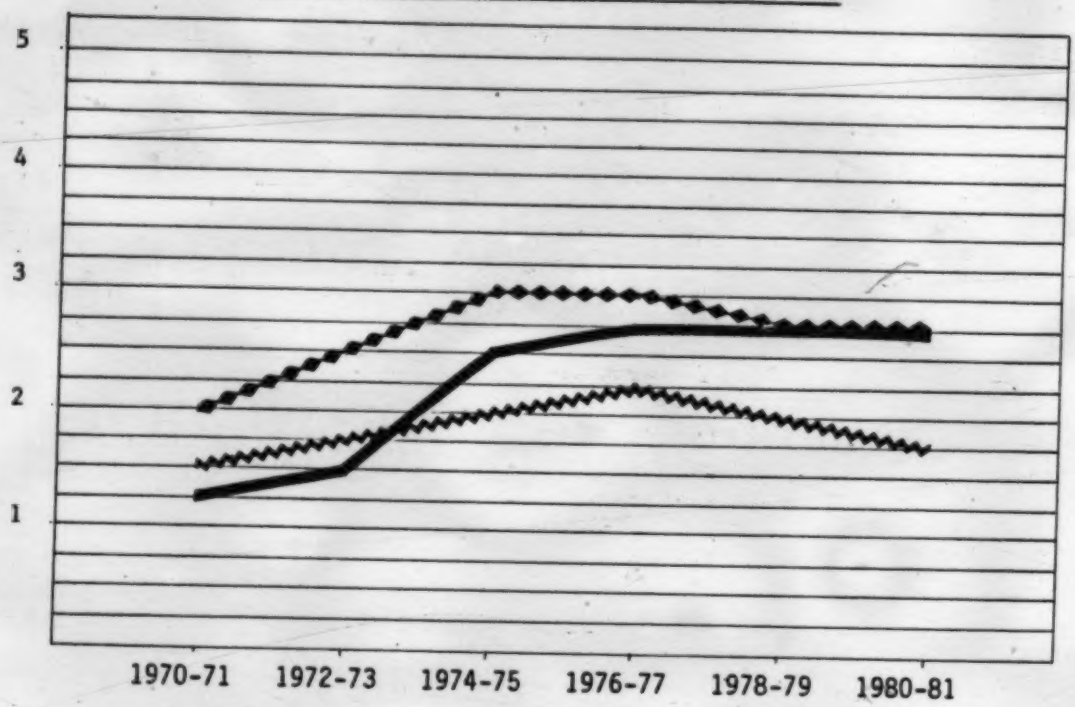
- Elimination of Intercollegiate Teams

1. Not of any significant importance in reducing budget figures.
2. Of little importance in reducing budget requests.
3. Of some importance in reducing budget requests.
4. Of real importance in reducing budget requests.
5. Of great importance in reducing budget requests.

FIGURE 4

METHODS OF REDUCING OR ELIMINATING INTERCOLLEGIATE ATHLETIC BUDGET REQUESTS AND EXISTING ALLOCATIONS "BEFORE THE FACT" 1970 - 1981

EQUIPMENT/CAPITAL/MAINTENANCE REDUCTIONS



- Equipment reductions

- Capital reductions

- Maintenance and repair reductions

1. Not of any significant importance in reducing budget requests.
2. Of little importance in reducing budget requests.
3. Of some importance in reducing budget requests.
4. Of real importance in reducing budget requests.
5. Of great importance in reducing budget requests.

MEETING PRESSURES ON THE INTERCOLLEGIATE ATHLETIC BUDGET BY INCREASING EXISTING INCOME OR DEVELOPING NEW SOURCES OF INCOME FOR THE YEARS 1970-1981

The 1970's were characteristic of cutbacks and restraint in Canadian intercollegiate athletics (U.N.B., 1980). The alternative for many universities to ease or eliminate program cutbacks has been to increase existing revenue or to find new sources of income. This aspect of the study presents the methods employed by western Canadian intercollegiate athletic administrators to increase income. As well, it rates their importance of each method to their university. Some of the methods are listed:

1) Increase revenue from current general university funds.
2) Increase existing student athletic fee.
3) Increase existing external grants, donations or sponsorships other than scholarships.
4) Generate new external grants, donations, sponsorships other than scholarships.
5) Increase existing admission or season ticket prices to intercollegiate events.
6) Introduce admission fees for intercollegiate events.
7) Draw from an existing athletic reserve fund.
8) Draw from an existing general university reserve fund.
9) Introduce new student fees other than admission to events.

In the earlier part of the described decade, it was still possible for at least two university athletic programs to draw funds from the athletic department or university reserve fund to offset yearly deficits. These reserve funds are perhaps reminiscent of a time when

most athletic departments and universities were afforded the luxury of such a pool of monies. By the 1976-77 academic year, all the schools in the study were operating without a reserve fund of any kind.

The six observed years of the 1970's (in Tables XIV to IXX) all reflect a reliance upon the general university funds to provide increases for existing income. The importance of this aspect over the decade ranged from a mean scale value of 3.25 to 4.00 or between "some importance" level and one of "real importance." The academic year 1978-79 was a period in which three out of four respondents felt that increasing student athletic fees was of great importance in reducing budget deficit.

Increasing revenue from new and existing grants, donations and sponsorship developed as the strongest trend over the decade. In 1970-71, two universities classified the importance of meeting budget pressure by increasing existing external grants, donations, sponsorships as "of some importance." Two other institutions rated the same item as of "no importance" and "not applicable." (See Table XIV) The total respondent mean scale value was 1.75 or less than the "little importance" level as a means of meeting budget pressure. After a steady increase over the decade, the 1980-81 reactions (Table IXX) of the respondents reveal that the importance of increasing existing external grants, donations and sponsorships had doubled from 1.75 to a mean scale value of 3.50 or just less than "the real importance level." Two of the respondents felt that it warranted a rating of great importance while one indicated it was of real importance. A fourth respondent felt increasing external existing funds was not applicable to the situation at that institution.

Increasing importance was placed on the generation of new external grants, donations and sponsorships. By 1980-81, it was perceived by three respondents as an item of "great importance" in meeting budget pressure while one respondent classified it as an item of real importance. The generation of new external grants, donations and sponsorships went from a mean scale value rating of 1.25 or "of no significant importance" in 1970-71 to a mean scale value rating of 4.75 or just less than of "great importance" in reducing budget pressure (see Table XIV).

During the period of the study, one university introduced admission fees to intercollegiate events for the first time. The three remaining schools, however, increased existing ticket prices to offset budget pressures.

In summary, the athletic programs of the universities in the study grew more dependent on the university general funds to subsidize their intercollegiate athletic programs. To a lesser extent they relied on periodic increases to the student athletic fees and intercollegiate contest admission price increases to relieve budget pressure. Further evidence suggests that more emphasis was being placed on increasing existing external funding and generating new donations, grants and sponsorships. Analysis indicates that all the respondents, representing their respective schools, will look for help from this area in the future. The decade of the seventies marked the end of budgetary aid from athletic and general university reserve funds.

Tables XIV to IXX and Figures 5 and 6 represent a compilation of the results of how pressures on the intercollegiate athletic budget were met by increasing existing income or developing new sources of income for the years 1970 to 1981.

TABLE XIV

MEETING PRESSURES ON THE INTERCOLLEGIATE ATHLETIC BUDGET BY INCREASING EXISTING INCOME OR DEVELOPING NEW SOURCES OF INCOME

1970-71

INCOME INCREASE METHOD	Percent Response for Scale Value						MEAN
	1	2	3	4	5	N.A.[1]	
1. Increase from university funds	0	25	25	0	50	0	3.75
2. Increase existing athletic student fee	0	0	25	0	50	25	3.25
3. Increase existing grants, donations, sponsorships	25	0	50	0	0	25	1.75
4. Generate new external grants, donations, sponsorships	0	25	25	0	0	50	1.25
5. Increase existing admission/ticket prices	0	25	25	0	0	50	1.25
6. Introduce admission fees to events	0	0	25	0	0	75	.75
7. Draw from athletic department reserve fund	0	0	0	0	25	75	1.25
8. Draw from existing university reserve fund	0	0	0	25	0	75	1.00
9. Introduce new student fees	0	0	0	0	0	100	0.00

1. Assigned a value of zero when determining a mean scale value. See page 76 Methodology Chapter.

TABLE XV

MEETING PRESSURES ON THE INTERCOLLEGIATE ATHLETIC BUDGET BY INCREASING EXISTING INCOME OR DEVELOPING NEW SOURCES OF INCOME

1972-73

INCOME INCREASE METHOD	Percent Response for Scale Value						MEAN
	1	2	3	4	5	N.A.[1]	
1. Increase from university funds	0	0	50	0	50	0	4.00
2. Increase existing athletic student fee	0	0	25	0	50	25	3.25
3. Increase existing grants, donations, sponsorships	25	0	50	0	0	25	1.75
4. Generate new external grants, donations, sponsorships	0	25	25	0	0	50	1.25
5. Increase existing admission/ticket prices	0	25	25	0	0	50	1.25
6. Introduce admission fees to events	0	0	25	0	0	75	.75
7. Draw from athletic department reserve fund	0	0	0	0	25	75	1.25
8. Draw from existing university reserve fund	0	0	0	25	0	75	1.00
9. Introduce new student fees	0	0	0	0	0	100	0.00

1. Assigned a value of zero when determining a mean scale value. See page 76 Methodology Chapter.

TABLE XVI

MEETING PRESSURES ON THE INTERCOLLEGIATE ATHLETIC BUDGET BY INCREASING EXISTING INCOME OR DEVELOPING NEW SOURCES OF INCOME

1974-75

	Percent Response for Scale Value						
INCOME INCREASE METHOD	1	2	3	4	5	N.A.[1]	MEAN
1. Increase from university funds	0	0	25	25	50	0	4.25
2. Increase existing athletic student fee	0	0	0	25	50	25	3.50
3. Increase existing grants, donations, sponsorships	0	0	50	25	0	25	2.50
4. Generate new external grants, donations, sponsorships	0	0	50	0	25	25	2.75
5. Increase existing admission/ticket prices	0	25	25	0	25	25	2.50
6. Introduce admission fees to events	0	0	25	0	25	50	2.00
7. Draw from athletic department reserve fund	0	0	0	0	25	75	1.25
8. Draw from existing university reserve fund	0	0	0	25	0	75	1.00
9. Introduce new student fees	0	0	0	0	25	75	1.25

1. Assigned a value of zero when determining a mean scale value. See page 76 Methodology Chapter.

TABLE XVII

MEETING PRESSURES ON THE INTERCOLLEGIATE ATHLETIC BUDGET BY INCREASING EXISTING INCOME OR DEVELOPING NEW SOURCES OF INCOME

1976-77

	Percent Response for Scale Value						
INCOME INCREASE METHOD	1	2	3	4	5	N.A.[1]	MEAN
1. Increase from university funds	25	0	25	25	25	0	3.25
2. Increase existing athletic student fee	0	0	0	0	50	50	2.50
3. Increase existing grants, donations, sponsorships	0	0	50	25	0	25	2.50
4. Generate new external grants, donations, sponsorships	0	0	25	25	25	25	3.00
5. Increase existing admission/ticket prices	0	25	25	0	25	25	2.50
6. Introduce admission fees to events	0	0	25	0	25	50	2.00
7. Draw from athletic department reserve fund	0	0	0	0	0	100	0.00
8. Draw from existing university reserve fund	25	0	0	0	0	75	0.25
9. Introduce new student fees	0	0	0	0	25	75	1.25

1. Assigned a value of zero when determining a mean scale value. See page 76 Methodology Chapter.

TABLE XVIII

MEETING PRESSURES ON THE INTERCOLLEGIATE ATHLETIC BUDGET BY INCREASING EXISTING INCOME OR DEVELOPING NEW SOURCES OF INCOME

1978-79

	Percent Response for Scale Value						
INCOME INCREASE METHOD	1	2	3	4	5	N.A.[1]	MEAN
1. Increase from university funds	25	0	0	25	50	0	3.75
2. Increase existing athletic student fee	0	0	0	0	75	25	3.75
3. Increase existing grants, donations, sponsorships	0	0	0	25	50	25	3.50
4. Generate new external grants, donations, sponsorships	0	0	0	25	75	0	4.75
5. Increase existing admission/ticket prices	0	25	25	0	25	25	2.50
6. Introduce admission fees to events	0	0	25	0	25	50	2.00
7. Draw from athletic department reserve fund	0	0	0	0	0	100	0.00
8. Draw from existing university reserve fund	25	0	0	0	0	75	0.25
9. Introduce new student fees	0	0	0	0	25	75	1.25

1. Assigned a value of zero when determining a mean scale value. See page 76 Methodology Chapter.

TABLE IXX

MEETING PRESSURES ON THE INTERCOLLEGIATE ATHLETIC BUDGET BY INCREASING EXISTING INCOME OR DEVELOPING NEW SOURCES OF INCOME

1980-81

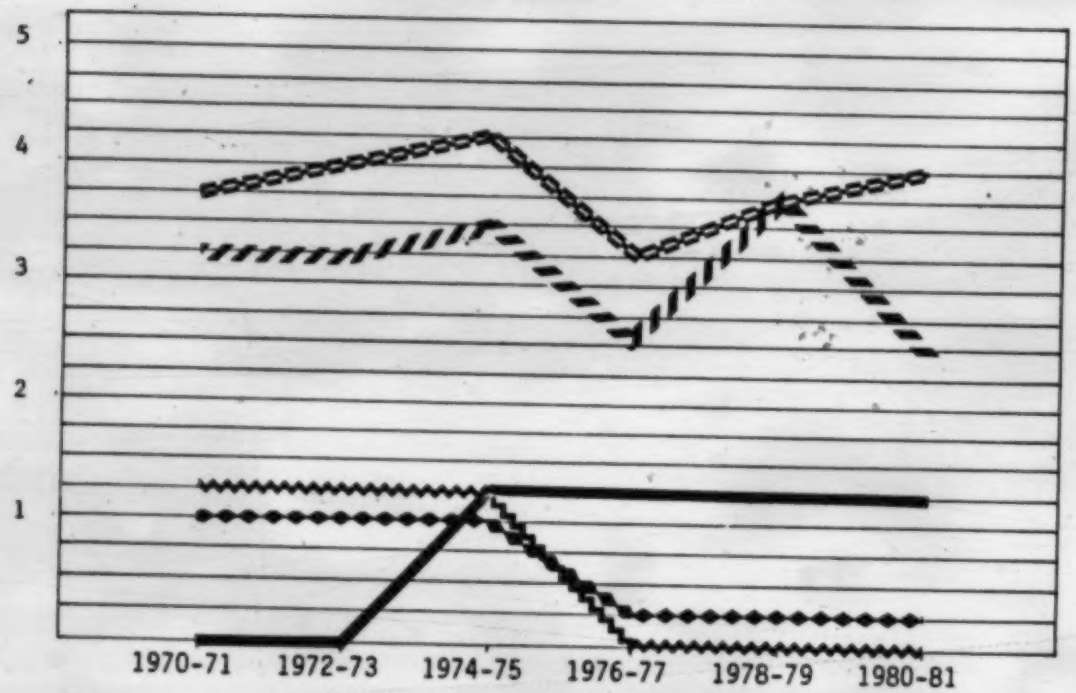
	Percent Response for Scale Value						
INCOME INCREASE METHOD	1	2	3	4	5	N.A.[1]	MEAN
1. Increase from university funds	25	0	0	0	75	0	4.00
2. Increase existing athletic student fee	0	0	0	0	50	50	2.50
3. Increase existing grants, donations, sponsorships	0	0	0	25	50	25	3.50
4. Generate new external grants, donations, sponsorships	0	0	0	25	75	0	4.75
5. Increase existing admission/ticket prices	0	25	25	0	25	25	2.50
6. Introduce admission fees to events	0	0	25	0	25	50	2.00
7. Draw from athletic department reserve fund	0	0	0	0	0	100	0.00
8. Draw from existing university reserve fund	25	0	0	0	0	75	0.25
9. Introduce new student fees	0	0	0	0	25	75	1.25

1. Assigned a value of zero when determining a mean scale value. See page 76 Methodology Chapter.

FIGURE 5

MEETING PRESSURES ON THE INTERCOLLEGIATE BUDGET BY INCREASING EXISTING INCOME OR DEVELOPING NEW SOURCES OF INCOME FOR THE YEARS 1970-1981

INTERNAL UNIVERSITY SOURCES



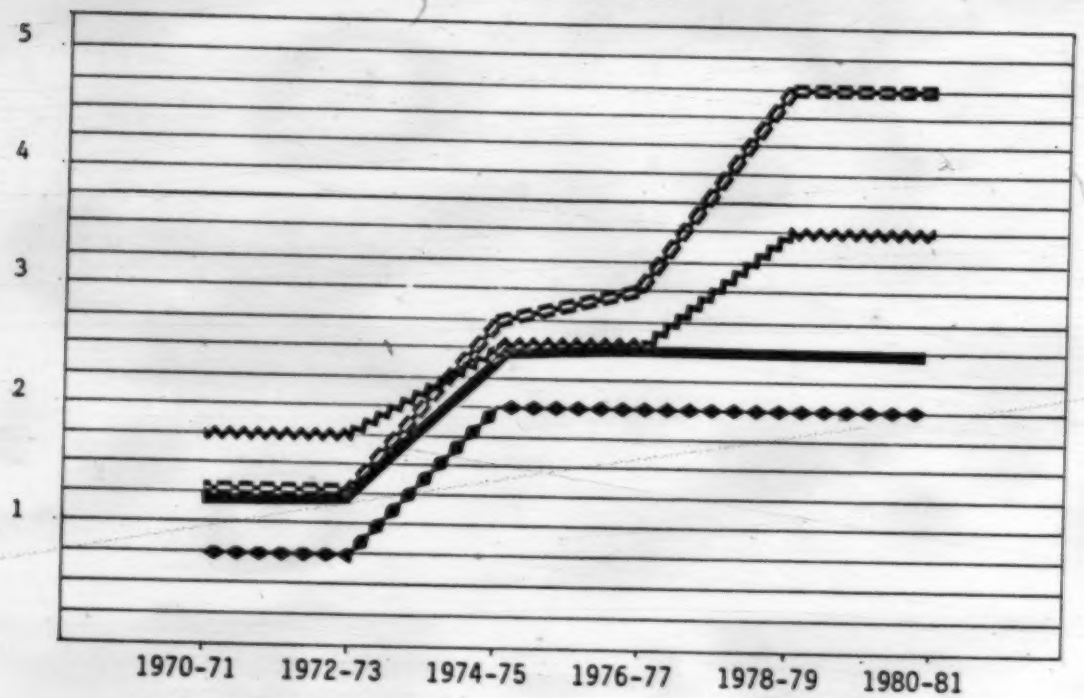
- Increase university funds
- Increase existing student fee.
- Draw from athletic reserve fund.
- Draw from existing university reserve fund.
- Introduce new student fees.

1. Not of any significant importance when meeting budget pressures.
2. Of little importance when meeting budget pressures.
3. Of some importance when meeting budget pressures.
4. Of real importance when meeting budget pressures.
5. Of great importance when meeting budget pressures.

FIGURE 6

MEETING PRESSURES ON THE INTERCOLLEGIATE BUDGET BY INCREASING EXISTING INCOME OR DEVELOPING NEW SOURCES OF INCOME FOR THE YEARS 1970-1981

EXTERNAL SOURCES



- Increase existing external sponsorships/donations, etc.
- Generate new external sponsorships/donations, etc.
- Increase existing ticket prices to events.
- Introduce admission fees to events.

1. Not of any significant importance when meeting budget pressure.
2. Of little importance when meeting budget pressure.
3. Of some importance when meeting budget pressure.
4. Of real importance when meeting budget pressure.
5. Of great importance when meeting budget pressure.

METHODS OF REDUCING OF COPING WITH INTERCOLLEGIATE ATHLETIC BUDGET OVERRUNS "AFTER THE FACT" DURING THE YEARS 1970-1981

When forecasting income and expenses for a given project or a period of time, the most common approach is to establish a budget.

In spite of budget planning, the possibility of budget overspending always exists. This section of the study has attempted to uncover the manner in which athletic administrators cope with budget overruns and reveals the variety of methods that have been utilized by western Canadian athletic administrators to deal with these budget overruns after the fact.

It is significant to note in discussing the reuslts of this section that after 1974-75, all four institutions were without athletic reserve funds.

In the academic year 1970-71 (Table XX), two university athletic administrators considered increasing student fees to reduce the previous year's deficit. This method dealing with budget overruns warranted a rating of "some importance" by respondents. The other two university athletic administrators perceived the method as of "great importance" and "not applicable" respectively. The mean scale value of this deficit reduction method was 2.75 or just less than the "real importance" level. During the next four observed years the mean scale value for the reduction method of "increasing the upcoming student fee" dropped to 2.00. It was not until 1980-81 (Table XXV) that the importance of this concept as a deficit reduction method was raised in scale value by the respondents to 3.25.

The data outlined in Tables XX to XXV and Figure 6 reveals that

some universities on occasion have placed emphasis on increasing the athletic fee. Others have made it an ongoing process. The 1980-81 data (Table XXV) indicated that two respondents classified the increase of student fees as a deficit reducing method as of "great importance." One respondent rated it as of "some importance" while the fourth respondent felt that it was not applicable to his situation. This can be interpreted to be a trend towards deficit reduction through student fees or possibly the end of a cycle in which additional funds were needed to clear an ongoing deficit.

Carrying over a deficit to the next fiscal year as a deficit reducing method was not considered an important or workable technique in the first four observed years of the study. By 1980-81, two respondents revealed that this method was of "real importance" in reducing budget deficit at their institution. Charging a portion of the deficit to the budget of the following year, with the university writing off a portion thereof, proved to be a method utilized by two universities throughout the decade to reduce or cope with a deficit.

The most popular method of deficit reduction during the decade, however, revolved around drawing from internal university sources such as a Dean's account, President's account, or Board of Governor's account which would be used to reduce part or all of the deficit. Dependence on this method grew in significance over the study period from a mean scale value of 2.00 or one of "little importance" to 3.75 which was at the "real importance" level (see Figure 7). By the end of the decade, two respondents felt that this deficit reduction method was of "great importance" while the other two indicated it was of "real importance" and "no significant importance" respectively.

In summary, deficit reductions were not made in a uniform way by all four institutions. Two respondents indicated the importance of charging a portion of a fiscal deficit to the budget of the next year and having the university write off the remainder. Another deficit reducing method used by respondents in some universities was the concept of increasing student fees in the next academic year. Clearly, the least important methods of deficit reduction were the athletic reserve fund and the carryover method whereby the full budget deficit was charged to the next budget of the following year. Finally, the method of drawing from internal sources, which received high and low levels of importance in the first four observed years, became the most viable for the respondents in 1978-79 and 1980-81.

Tables XX to XXV and Figure 7 describe in detail the methods of reducing or coping with intercollegiate ahtletic budget overruns "after the fact" during 1970 to 1981.

TABLE XX

METHODS OF REDUCING/COPING WITH INTERCOLLEGIATE ATHLETIC BUDGET OVERRUNS "AFTER THE FACT", 1970-71

DEFICIT REDUCTION METHOD	Percent Response for Scale Value						
	1	2	3	4	5	N.A.[1]	MEAN
1. Increase upcoming student athletic fee to account for all or part of the deficit	0	0	50	0	25	25	2.75
2. Draw from athletic department reserve fund	0	0	0	0	25	75	1.25
3. Carry over deficit to the next year in some portion with the university writing off the rest	0	0	50	0	0	50	1.50
4. Carry over deficit and charging it completely to the next year's allocation	25	25	0	0	0	50	0.75
5. Draw from internal university sources such as Dean's account, President's account, etc.	25	25	0	0	25	25	2.00

1. Assigned a value of zero when determining a mean scale value. See page 76 Methodology chapter.

TABLE XXI

METHODS OF REDUCING/COPING WITH INTERCOLLEGIATE ATHLETIC BUDGET OVERRUNS "AFTER THE FACT," 1972-73

DEFICIT REDUCTION METHOD	Percent Response for Scale Value						
	1	2	3	4	5	N.A.[1]	MEAN
1. Increase upcoming student athletic fee to account for all or part of the deficit	0	0	50	0	0	50	1.50
2. Draw from athletic department reserve fund	0	0	0	0	25	75	1.25
3. Carry over deficit to the next year in some portion with the university writing off the rest	0	0	50	0	0	50	1.50
4. Carry over deficit and charging it completely to the next year's allocation	25	25	0	0	0	50	0.75
5. Draw from internal university sources such as Dean's account, President's account, etc.	25	25	0	0	25	25	2.00

1. Assigned a value of zero when determining a mean scale value. See page 76 Methodology chapter.

TABLE XXII

METHODS OF REDUCING/COPING WITH INTERCOLLEGIATE ATHLETICS BUDGET OVERRUNS "AFTER THE FACT," 1974-75

DEFICIT REDUCTION METHOD	Percent Response for Scale Value						
	1	2	3	4	5	N.A.[1]	MEAN
1. Increase upcoming student athletic fee to account for all or part of the deficit	0	0	25	25	0	50	1.75
2. Draw from athletic department reserve fund	0	0	0	0	25	75	1.25
3. Carry over deficit to the next year in some portion with the university writing off the rest	0	25	0	25	0	50	1.50
4. Carry over deficit and charging it completely to the next year's allocation	25	0	25	0	0	50	1.00
5. Draw from internal university sources such as Dean's account, President's account, etc.	25	25	0	0	25	25	2.00

1. Assigned a value of zero when determining a mean scale value. See page 76 Methodology chapter.

TABLE XXIII

METHODS OF REDUCING/COPING WITH INTERCOLLEGIATE ATHLETIC BUDGET OVERRUNS "AFTER THE FACT," 1976-77

DEFICIT REDUCTION METHOD	Percent Response for Scale Value						
	1	2	3	4	5	N.A.[1]	MEAN
1. Increase upcoming student athletic fee to account for all or part of the deficit	0	0	25	0	25	50	2.00
2. Draw from athletic department reserve fund	0	0	0	0	0	100	0.00
3. Carry over deficit to the next year in some portion with the university writing off the rest	0	0	0	25	25	50	2.25
4. Carry over deficit and charging it completely to the next year's allocation	0	25	25	0	0	50	1.25
5. Draw from internal university sources such as Dean's account, President's account, etc.	25	25	0	0	25	25	2.00

1. Assigned a value of zero when determining a mean scale value. See page 76 Methodology chapter.

TABLE XXIV

METHODS OF REDUCING/COPING WITH INTERCOLLEGIATE ATHLETIC BUDGET OVERRUNS "AFTER THE FACT," 1978-79

DEFICIT REDUCTION METHOD	Percent Response for Scale Value						
	1	2	3	4	5	N.A.[1]	MEAN
1. Increase upcoming student athletic fee to account for all or part of the deficit	0	0	25	0	25	50	2.00
2. Draw from athletic department reserve fund	0	0	0	0	0	100	0.00
3. Carry over deficit to the next year in some portion with the university writing off the rest	0	0	0	25	25	50	2.25
4. Carry over deficit and charging it completely to the next year's allocation	0	0	25	25	0	50	1.75
5. Draw from internal university sources such as Dean's account, President's account, etc.	25	25	0	0	50	0	3.25

1. Assigned a value of zero when determining a mean scale value. See page 76 Methodology chapter.

TABLE XXV

METHODS OF REDUCING/COPING WITH INTERCOLLEGIATE ATHLETIC BUDGET OVERRUNS "AFTER THE FACT," 1980-81

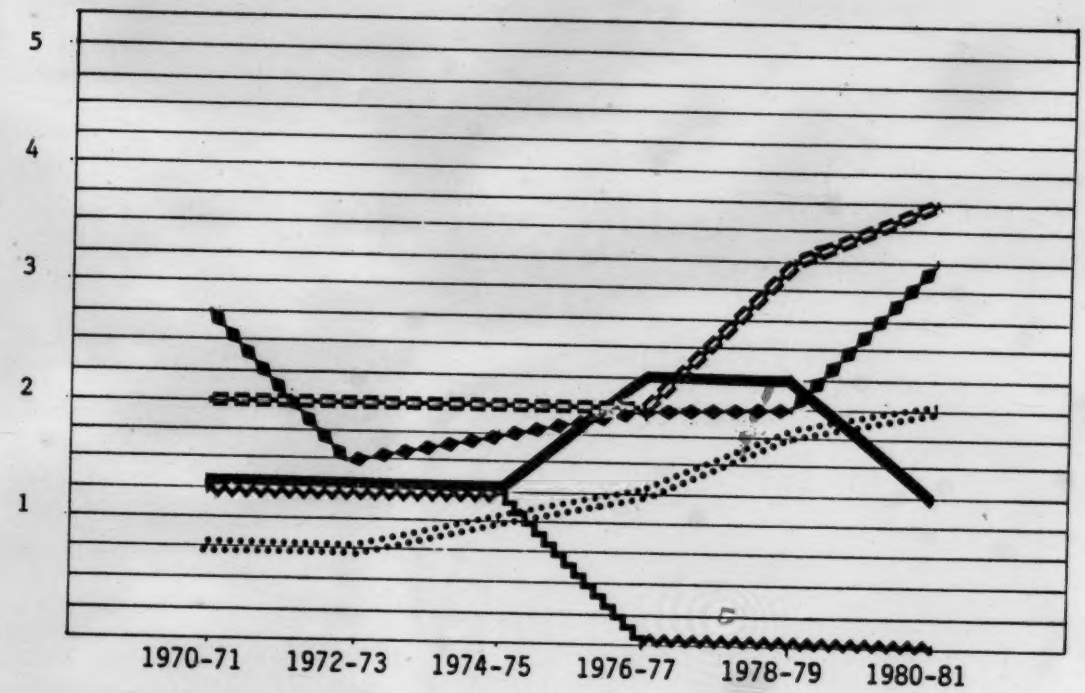
DEFICIT REDUCTION METHOD	Percent Response for Scale Value						
	1	2	3	4	5	N.A.[1]	MEAN
1. Increase upcoming student athletic fee to account for all or part of the deficit	0	0	25	0	50	25	3.25
2. Draw from athletic department reserve fund	0	0	0	0	0	100	0.00
3. Carry over deficit to the next year in some portion with the university writing off the rest	25	0	0	25	0	50	1.25
4. Carry over deficit and charging it completely to the next year's allocation	0	0	0	50	0	50	2.00
5. Draw from internal university sources such as Dean's account, President's account, etc.	25	0	0	25	50	0	3.75

1. Assigned a value of zero when determining a mean scale value. See page 76 Methodology chapter.

FIGURE 7

METHODS OF REDUCING/COPING WITH BUDGET OVERRUNS

"AFTER THE FACT" DURING THE YEARS 1970-1981



- Increase upcoming student athletic fee.
- Draw from athletic department reserve fund.
- Carry over some of deficit to next years budget; university paying the cost.
- Carry over deficit totally to next year's budget.
- Draw from internal university source.

1. Not of any significant importance in reducing/coping with budget overruns .
2. Of little importance in reducing/coping with budget overruns.
3. Of some importance in reducing/coping with budget overruns.
4. Of real importance in reducing/coping with budget overruns.
5. Of great importance in reducing/coping with budget overruns.

CHAPTER VII

SUMMARY AND CONCLUSIONS

SUMMARY

The purpose of this study was to examine the causes of intercollegiate athletic budget difficulties and the methods employed to contend with these difficulties from 1970 to 1981 in selected western Canadian universities. In order to provide the reader with a full view and appreciation of the subject, the financial and organizational histories of intercollegiate sport in Canada and the United States were reviewed. Until 1965, intercollegiate athletics in Canada and the United States expanded programs and added sport teams at a rapid rate. It became clear that this increased prosperity had to level off or decline at some time. Hence, in the decade from 1970-1981, intercollegiate programs ceased to expand. In some cases they were hard pressed to maintain existing programs and in many universities, intercollegiate teams were deleted from existing programs. The decade was indicative of pressures such as spiraling inflation levels and government funding decreases to universities as a result of declining student enrollments.

Through available literature, this study investigated the manner in which intercollegiate sports in Canada and the United States focussed on funding in the recent past. The financial, social and philosophical pressures which have resulted in financial difficulty for athletic administrators was also outlined. Further, the review of literature identified methods by which athletic administrators have coped with intercollegiate athletic financial difficulty. The evidence in the

available literature suggested that the methods of financing intercollegiate athletics are many and varied. It appears Canadian schools generally rely on student athletic fees and athletic department or university funds. At one end of the funding spectrum, athletic departments in numerous large United States institutions function as auxiliary enterprises and are able to finance their entire intercollegiate programs from gate receipts, alumni funds and television revenues. At the other end of the spectrum, are schools which rely almost totally upon student athletic fees and institutional budgetary support.

Significant pressures on the athletic budgets in Canada and the United States include declining student enrollments. This has resulted in a decrease in available government funding for university departments and less revenue from student athletic fees. Spiraling inflation levels led to sharp increases in travel, equipment and salary costs. Furthermore, philosophical indecision prohibited some universities from expanding their funding sources. United States colleges and universities have also been subject to additional problems such as Title IX legislation, increasing recruiting costs and the high costs associated with grant-in-aid or scholarship programs.

According to the literature, Canadian university athletic departments have coped with the pressures placed upon their budgets in a variety of ways. Schools have simply deleted intercollegiate teams from their program, increased student athletic fees, solicited government and alumni support and developed cost sharing arrangements for the coaching staffs to offset the high costs of operating their programs.

American colleges and universities have sought similar solutions to their budget problems. Moreover, the literature suggests that many schools opted to increase admission prices to their competitions as well as developing a program of marketing programs to increase attendance.

Thus, having discussed the funding sources of intercollegiate athletics, the pressures affecting them and the ways athletic administrators coped with these pressures in Canada and the United States, the study focussed on selected universities in western Canada. A five part questionnaire was developed and directed to one athletic administrator in each of the selected group of schools. The questionnaire requested that each respondent rate the importance of various budget sources, budget pressures and methods employed to contend with budget difficulties in their university. The study period covered the scholastic years 1970-71 to 1980-81.

The results of the questionnaire revealed the following significant information.

1) The federal government, over the twelve year period, grew from an insignificant source of budget funds, to become an important source of budgetary funds for the universities involved in the study.

2) Gradually over the decade, the responses of athletic administrators reflected an increased awareness of the importance of increasing self generated funds such as donations and sponsorships to offset the high costs of running their program.

3) Inflation was ranked by athletic administrators as the most significant pressure to affect their budgets during 1970-1981.

4) The most difficult academic year for western Canadian athletic administrators to accommodate program requests with available funds was 1976-77.

5) The time period of the study showed that the athletic department reserve fund which some universities had been able to accumulate over previous decades had disappeared.

6) The universities, during this decade, grew more dependent on the university general funds to subsidize their intercollegiate athletic programs rather than attempting to increase admission fees to events and/or increase student athletic fees.

7) The results of the study suggest that the most popular method of dealing with the deficit accrued by budget overrun was to draw from internal university sources such as the Dean's account, President's account or Board of Governor's account. This solution method increased in frequency during the observed years of the decade.

These trends would indicate that intercollegiate athletic programs in western Canada are have begun to turn to external university sources for financial aid. The most critical year for programs was 1976-77. This was just prior to a reprieve from the federal government in the form of travel subsidy grants to competing universities. When faced with absorbing budget deficits after they occurred, the use of internal university financial sources was used most frequently.

The massive travel costs associated with competing in intercollegiate athletics in western Canada resulted in particular vulnerability to inflationary factors for the schools in the study.

Federal government help in the form of travel subsidies alleviated some of the financial burden.

CONCLUSIONS

It would appear that the years 1970 to 1981 were unquestionably the most difficult yet experienced with respect to financing intercollegiate sport programs in western Canada. The very nature of the Canadian economy in the 1970's, with inflation levels as high as fifteen percent, indicated that western Canadian university intercollegiate athletic programs would experience financial problems. The decade was characterized by fiscal restraint, program cutbacks and budget deficits. The number of sport teams and their schedules had stabilized and in some cases required significant reductions and modifications.

The Travel Equalization Grant, instituted by the federal government relieved the inflation dilemma somewhat in 1978. However, the new elected Progressive Conservative Party reduced this grant from $450,000 to $290,000 in 1979. This demonstrated the precarious nature of any government agreement. It has been suggested that in order to provide stability and a long range planning commitment for western Canadian schools involved in intercollegiate athletics, further refinement to the existing travel agreement with the federal government should take place.

Intercollegiate programs in western Canadian universities need to be re-assessed by each administration and student body. If it is agreed that athletic programs are a viable part of the university educational process, then a distinct funding formula will have to be developed with recognition of the unique financial pressures involved. It is clear that the responsibility of generating additional funds from new and

innovative external sources has been perceived by athletic administrations as a necessary supplement for an effectual program.

The results of this study indicate that the process involved in the financing of intercollegiate athletics in western Canada in some cases varies considerably while in other instances reflects analogous methods. The pressures on intercollegiate athletic budgeting and the methods of coping with these financial difficulties have been handled as well by the institutions in comparable and desperate ways. In order to meet the ever changing demands of the future, institutions involved in this study and member institutions of the CWUAA and G-PAC will have to develop realistic long range plans focusing on common pressures affecting their fiscal operations and the pervasive methods for financing their intercollegiate athletic programs. An amalgamated approach based on common needs and objectives will help ensure the growth and prosperity of intercolleigate athletics in western Canada in the future.

RECOMMENDATIONS FOR FURTHER STUDY

The following topics may be considered worthy of further investigation.

1. An in-depth investigation into the potential funding alternatives for Canadian Intercollegiate Athletics. This type of study should explore funding formulas that would include internal university sources as well as potential funding possibilities external to the university mileau.
2. A comparative analysis focussing on the financing of intercollegiate athletics in the regional intercollegiate athletic associations of Canada.

3. A study dealing with the philosophical aspects of the financing of intercollegiate athletics in Canadian universities.

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APPENDIX I

POOR COPY
COPIE DE QUALITEE INFERIEURE

Minutes of a meeting held in the Y.M.C.A. Vaughan Street, Winnipeg, on Tuesday, January 6th 1920. - for the purpose of discussing the formation of a Western Interuniversity Athletic Union.

Present -	C.R.Patterson,	University of Alberta.
	R.H.Cleland.	do.
	Wm.Dobson.	do.
	R.Michener.	do.
	G.H.Grassick.	University of Saskatchewan
	R.M.Balfour.	do.
	R.W.Ridd.	University of Manitoba.
	G.H.Lee.	do.
	A.A.McCoubrey.	do.
	R.C.Levin.	do.
	J.K.Gordon.	do.

The chair was occupied by Mr.McCoubrey, President, of the U.M.S.U. during the preliminary discussion and until the election of Officers.

The correspondence between the U.M.S.U. and the Western Universities was read, and the matter of the formation of the proposed Union was very fully discussed by all present.

Motion. Moved by Mr. Dobson (U. of A.):

That a Western Interuniversity Athletic Union comprising the three Western Universities of Alberta, Saskatchewan and Manitoba, together with other institutions that may desire to enter from time to time, be formed, with a constitution based as far as possible on the constitution of the C.I.A.U.

Seconded by Mr. Balfour (U.of S.) Carried.

Motion. Moved by Mr.Michener (U of A.)

That the Officers of the W.I.A.U. consist of:
Hon. President.
President.
First Vice president.
Second Vice president.
Secretary.
Treasurer.
and committee of four additional men.

The above shall comprise the executive of the Union.
Seconded by R. Levin. Carried.

Motion. Moved by Mr. Balfour (U. of S.)
That the position of Hon.President be left vacant and that the University of Saskatchewan suggest a name later.
Seconded by Mr. Ridd. Carried.

Officers.

The following Officers were then elected:-
President - G. H. Lee. (Man.)

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First Vice President.	A.D.McGillvray (Alta.)
Second Vice President.	R.K.Balfour. (Sask.)
Secretary.	W.G.Rumball (Man.)
Treasurer.	C.H.Patterson. (Alta.)

Committee.

R.H.Cleland. (Alta.)
P.H.McGuire. (Sask.)
J.Waddell. (Sask.)
A.A.McCoubrey.(Man.)

Motion. Moved by Mr.Cleland (Alta.)

That the executive make arrangements for a track meet to be held in Saskatoon in 1920 on a date favourable to the Western Universities.
Seconded by Mr. Gordon. Carried.

The meeting then adjourned.

(sgd) W.C.Rumball. Secy. W.I.A.U.
Geo.H.Lee. President.

(Copy of minutes as supplied by Mr.A.A.McCoubrey. President. U.M.S.U. February 7th 1920)

Copies of the minutes of this meeting were sent to the Universities of Alberta, Saskatchewan and Manitoba, for ratification, and were ratified as follows:-

Saskatchewan, by letter under date January 20,1920, from P.H.Maguire.
Alberta, by letter under date, February 18,1920, from R.H.Cleland.

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REPORT OF MEETING OF A REPRESENTATIVE FROM THE THREE BIG INTER-COLLEGIATE ATHLETIC UNIONS, HELD AT HARTE HOUSE, TORONTO, ON SATURDAY, MAY 15, 1929.

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On the suggestion of Percy Davies, Secretary of the National Federation of Canadian University students, and with the approval and endorsation of the three big Inter-Collegiate Athletic Unions, (Central, Western and Maritime,) a meeting of one representative from each of these Unions was arranged to see if an All Canadian Inter-Collegiate Athletic Union could be formed. It was arranged that this meeting should take place at the time of the Annual Meeting of the C.I.A.U. at Toronto. I was appointed to represent the W.C.I.A.U. and attended the Annual Meeting of the C.I.A.U. in Toronto on May 18, 1929. Mr. J.A.McNally of New Brunswick represented the Maritimes and Professor W.P. Wilgar of Queens, secretary of the C.I.A.U., was appointed to represent the central organization.

Being present at the C.I.A.U. meeting, which took place before our meeting, I was able to hear the discussion regarding this All Canadian Athletic Union. A year before apparently they had not looked favorably upon the idea. The discussion tended to show me that they were under the impression that we, (the W.C.I.A.U.) were pushing the idea. I pointed out to them that it was the M.F.C.U.S. that felt the need for this All Canadian Athletic Union. From our own point of view I informed them, we thought it a good move. I also told them that we felt that their name, C.I.A.U. would be more correct as Central C.I.A.U. Professor Simpson of McGill agreed with me but Professor McKenzie of Toronto strongly opposed any suggestion that their name be changed. After much discussion they passed a resolution which read:- "This body, (meaning the C.I.A.U.) approves the formation of a Federation of Canadian Inter-Collegiate Athletic Unions." Professor Wilgar was appointed to meet the representatives from the Maritimes and from Western Canada.

Later in the day we three met. Knowing the attitude of the C.I.A.U. it was not much use continuing to discuss the matter of the name of this new organization but for the time being agreed to call it the Federation of Canadian Inter-Collegiate Athletic Unions.

It was further agreed that it would not be wise to attempt to set up uniform eligibility rules for the whole of Canada as conditions varied so much between different sections. Neither was it thought wise to suggest that any attempt be made to hold contests between the three Unions, distance and costs involved being too great.

It was thought however that a tentative constitution should be drawn up so that the Federation of C.I.A.U.s could speak as one body. That where possible uniform playing rules should be adopted, that track and field records be secured and kept up to date which would represent records for the Federation of C.I.A.U.s

I was asked to draw up this constitution and submit it to the other two members for their consideration and criticism and when it was agreed upon a copy would be sent to the three Unions for their approval. I have done this and sent it to Professor Wilgar and Mr. McNally, but so far have not heard from them.

Signed:

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SUGGESTED CONSTITUTION FOR THE FEDERATION OF CANADIAN INTER-COLLEGIATE ATHLETIC UNIONS.

- - - - - - - - - - - - - - -

1. The Organization shall be called The Federation of Canadian Inter-Collegiate Athletic Unions.

2. Its object shall be the consolidation of the Inter-Collegiate Athletic Unions in Canada with the further object of:-
   (1) Being able to speak with one voice on Inter-Collegiate Athletics.
   (2) Encouraging uniform playing rules for Inter-Collegiate Athletics.
   (3) Recording Inter-Collegiate track and field records for the whole of Canada.
   (4) Furthering in any way Canadian Inter-Collegiate athletics.

3. The members of the Federation shall be the C. I. A. U. the M. I. A. U. and the W. C. I. A. U.

4. (a) The Executive of the Federation shall consist of one member appointed by each Union.
   (b) They shall elect their own president, vice president, and secretary-treasurer.

5. (1) The Executive shall meet once every two years at such a place as is the head-quarters of one member so that only two members will have to travel.
   (2) The expenses of the meeting and the travelling expenses of those coming from a distance shall be borne equally by the three members.

6. Suggestions or recommendations of the executive shall not be put into force until each member of the Federation has approved of them at a regularly called meeting.

7. It shall be the duty of each member of the executive to secure annually the track, field and swimming records of the Union which he represents and forward them duly certified to the secretary who shall record them and have the Inter-Collegiate record for all Canada published each year.

8. Where differences in playing rules exist between Unions, it shall be the duty of the executive to suggest uniform rules for all members of the Federation.

9. There shall be an annual fee of $10.00 for each member.

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September 9th, 1937.

Dr. G. M. Shrum,
University of British Columbia,
Vancouver, B.C.

Dear Dr. Shrum,

Your letter is very encouraging as far as the rugby situation is concerned. It will certainly be a boost for Canadian rugby to have your own stadium and such ideal conditions for dressing and for practising.

On August 24th I sent a note to David Carey telling him that Professor Matthews would be writing re schedules, etc. As you will recall, I asked Professor Matthews to carry on negotiations with you last spring, but I have just received a letter from him stating that he has not been well and is away behind with his work so has asked me to pick up the negotiations again. In carrying on I am trying to find out just where negotiations stopped last spring. I think the following points are clear:-

1. The two year proposal was settled whereby Alberta goes to the Coast this year and Saskatchewan will go to Vancouver in 1938, and U.B.C. will travel east for 1937 and 1938

2. The schedule for the prairie series is settled as follows:-

Sept. 25 - Edmonton Athletic Club at U. of Alberta
Oct. 2 - U. of Sask. at U. of Alta.
" 9 - U.B.C. at U. of Sask.
U. of Alta. at E.A.Club
" 11 - U.B.C. at U. of Alta.
Intervarsity Track Meet at U. of Sask.
" 16 - U. of Alta. at U. of Sask.
" 23 - U. of Sask. at E.A.Club
" 30 - E.A.Club at U. of Sask.

This will be known temporarily as the Northwest Rugby League.

3. I have on file a copy of Professor Matthews' letter of April 22nd to you, and with that letter before me and assuming that it was the last step in negotiations I would like to ask the following:-

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(a) What dates were set for U. of Alberta to play in Vancouver?

(b) Is U.B.C. planning to play both games at their new stadium?

(c) Both Saskatchewan and Alberta are in favour of the policy of dispensing with guarantees for the two year programme. Is U.B.C. still against this policy?

4. If this policy fails - is the following the latest proposal of the financial arrangements - "Sask. and Alta. each to guarantee U.B.C. $450 + first $150 of the net gate + 30% of net gate above that amount with a maximum of $100 for game expenses"?

5a. Sask. and Alta. are both in favour of having no park charges against the gate in either Vancouver, Edmonton or Saskatoon, and since U.B.C. are now playing on their own stadium they will no doubt agree to this.

5b. Professor Matthews' suggestion that the phrase "game expenses not to exceed $100" be interpreted to apply to the series in Vancouver is a very fair suggestion which Sask. approves of.

6. Re Student Athletic Tickets:- If all three Universities are involved in the question of guarantees, it is very important that an equal value be placed on any form of season ticket for purposes of computing gate receipts to apply upon the guarantee. The U. of Sask. Athletic Board is having a meeting on September 10th to discuss the price to be charged at the gate and I note that Professor Matthews suggests 50¢ as a minimum. I will let you know Saskatchewan's prices in a few days. I hope you will discuss this point as it is such an important one, and let us know as soon as possible.

7. Re Billeting:- Do you prefer to have your players billeted among the students? and if so, will you billet the travelling team if they desire it?

8. Re Rules:- The question of rules should be settled ahead of time to clear up any last minute differences.

I am sending you under separate cover a number of the 1937 C.R.U. Rule Books but I understand that the Western Canadian Rugby League are using modified rules, and I am endeavouring to get copies of them immediately. I am asking Professor Matthews to find out Alberta's choice and will let you know Saskatchewan's preference next week. I am trying to get copies of the Western Canadian rules and will send you a copy as soon as possible.

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I am sorry that this letter is so long, but there are many important points to clear up and I hope you will consider each one of them and let me have your reply as soon as possible.

Will you please get in touch with Mr. Carey re the schedule and save my writing to him.

Yours truly,

R. F. FREY,
Secretary, W.C.I.R.U.

RFF:W

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UNIVERSITY OF ALBERTA

REVISION ADMINISTRATION AND FINANCES OF STUDENT ATHLETICS

The Men's Athletic Board wishes to recommend a change in the constitution of the Student's Union of the University of Alberta in regard to the administration and financing of student athletics. Some of the reasons for this recommended change are as follows:-

(1) The need for a set budget for the year so that detailed plans can be made in regard to all phases of athletics.

(2) The need for continuity from year to year.

(3) The obvious necessity of being able to carry over the budget from one year to the next through a separate set of books so that the purchase of extra equipment, trips, and etc. need not be and extra strain on any particular group of students. [illegible]

(4) A set percentage of the student fund should be allocated to sport in order that athletics need not be concerned with the personnel of the Studen's Council. In other words, some years sport has received too much and other years perhaps too little.

(5) A closer liaison between Men's and Women's Athletics.

(6) The setting up of a new policy regarding disbursement of funds for intramural, intercollegiate, and club activity.

(7) With control of a set budget there will be a greater sense of responsibility for money spent by the new Board.

(8) Will provide and opportunity for immediate decisions.

(9) Present Board is too unwieldy, making it difficult for maximum efficiency.

RECOMMENDATIONS:

(1) ATHLETIC BOARD: -- To be known as the Athletic Board of the University of Alberta.

Personnel:-- Pres. of Men's Athletics
Pres. of Women's Athletics.
Treasurer (Man)
Secretary (Woman)-recording Secretary.
One Student---recommended by council.
One Student-- Pres. of Big Block Club.
Provost
Director of Physical Education-Corresponding Secretary.
Women's Athletic advisor.
One Faculty member recommended by the Board.
One Alumnae member.

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This group will sit on all problems in regard to athletic teams and athletic clubs and certain phases of intramural competition. The President of any athletic club may be present by his own request or that of the Board.

(2)Athletic Finances:

A review of monies spent by the Student's Union for athletics over the past ten years shows that an average of over 40 percent has been appropiated for sports on and off the campus. In view of this fact the Men's Athletic Board wishes to propose that;-- after deduction of the sums set aside for the Gateway and Evergreen and Gold, that 40 percent of the remainder (at present $8.50) be allocated to athletics , and further that this sum be solely administered by the new Athletic Board which will be responsible for both Men's and Women's Athletics. It is also proposed that any unexpended balance be carried over from year to year in order to compensate for such things as variance in gate receipts , purchase of equipment , number of trips, number of teams, number of clubs and so forth.

This Board will be responsible for all advertising and also ticket sales for all athletic games. Entertainment of visiting teams will be left to the Social Directorate.

The Men's Athletic Board strongly recommends that these proposals receive serious consideration and that if possible , immediate action be taken to set up the new Athletic Board.

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YEAR	M.A.A.B. BUDGET		S.U. BUDGET		M.A.A.B.% OF S.U.TOTAL		W.A.A. BUDGET		W.A.A % of S.U TOTAL	
	Est.	Act.	Est.	Act.	Est.	Act.	Est.	Act.	Est.	Act
24-25		$2494		$ 6815		37%				
25-26		2760		6651		42%				
29-30		2667		7954		34%				
30-31	$7183	9553	$11789	15177	61%	63%	$ 762	$ 853	6%	6%
31-32	6599	8079	11800	13508	56	60	1397	1697	12	13
32-33	5156	5073	9848	9815	52	51	1298	1200	13	12
33034										
34-35	4897	6870	10338	12396	47	55	1570	1304	15	10
35-36	4937	5320	10757	11025	46	48	1172	1078	11	10
36-37	6293	6103	13437	12898	47	47	1554	1417	16	11
37-38							1278	1182		
38-39	6426	6864	12437	14471	52	47	1165	1121	9	7
39-40	5936	6990	16474	16898	36	41	1268	1087	8	6
40-41	4878	4273	14916	13779	33	31	1558	1378	10	10
41-42	4117	3866	11787	10738	35	36	1374	1061	12	10
42-43	2761	2664		9184		29	1037	824		9
43-44							1024	920		
44-45	4206	4113	11010	11785	38	35	1240	1225	11	10
45-46										
					46%	44%			11%	10%

Total percentage of Students money spent on Athletics:

Estimated Expenditure-- 57%

Actual Expenditure----- 54 %

APPENDIX II

THE FUTURE OF WESTERN CANADIAN INTERCOLLEGIATE ATHLETICS

A review of the information provided from the various provinces represented in the W.C.I.A.A. by Osborne (British Columbia), Goodwin (Alberta), Nixon (Saskatchewan) and Kennedy (Manitoba) tends to indicate that current developments are in such a state of flux that no simple pattern is emerging for intercollegiate athletic competitions. Such factors as geography, finance, philosophy and "scholarships" make planning and communication of ideas rather difficult.

At the present time there are the following degree granting institutions in Western Canada:

University of Victoria
University of British Columbia
Simon Fraser University
Notre Dame University
University of Calgary
University of Alberta
University of Lethbridge
University of Saskatchewan (Saskatoon)
University of Saskatchewan (Regina)
Brandon College
University of Manitoba
University of Winnipeg

If one were to assume that all universities were interested in some form of organized Western Canadian Intercollegiate competition, there are certain obvious facts which bear on the kind of organization required. The interrelationship of geographic location and financial position is immediately apparent. The total enrollment as it affects athletic fees is another. Facility requirements for such activities as swimming are a source of further difficulties.

In spite of the difficulties and particularly with geographic considerations in mind, it would appear that one might set up two conferences within the Association or two associations with interlocking schedules where applicable. The two conferences might develop as shown below:

CONFERENCE A		CONFERENCE B
Winnipeg		Victoria
Manitoba		U.B.C.
Brandon		Simon Fraser
Regina		Calgary
Saskatoon		Edmonton
	Lethbridge	
	Notre Dame	

The placing of Lethbridge and Notre Dame independent of either conference in no way reflects on their future development but merely reflects their size and newness. With the exception of football and possibly hockey, it is likely that Lethbridge particularly, will wish involvement in Conference B almost immediately.

With the exception of football it appears that with some simple form of interlocking schedule that keeps travel at a reasonable minimum, each university would find it possible to fully participate. This is meant to suggest that even the traditional round robin type competitions in basketball and hockey

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could be scheduled in such a way as to present few major problems. The number of dual meet type competitions may be arranged in keeping with each university's budget, with conference championships in such sports as swimming organized separately or jointly by the two conferences, followed by a Western Canadian Championship Meet.

Canadian football is a special and distinct problem from the other sports in the program. It would be completely unethical for members of the W.C.I.A.A. not to discuss its future in a full dress debate. Lack of interest and support, prairie weather, the expense along with time and space requirements all cast doubt on the continuation of football. Many of the difficulties and differences of opinion in the past have been centered on football. No doubt all the universities shown in the two conferences could field football teams. Whether they should or not is perhaps another question. It might be well to re-establish a Western Canadian Intercollegiate Football Association under the general authority of the W.C.I.A.A. and have each university decide on whether or not they wished to be included. On the present basis this might include Manitoba, Saskatchewan, Calgary and Alberta, with U.B.C., Winnipeg and Simon Fraser opting out or in as they wished.

The comments made in this report are brief, and I hope, to the point. They are intended to focus your attention on the years to come. Members of the W.C.I.A.A. are asked to review the comments prior to the November meeting, with a view to a frank discussion concerning the furture.

Respectfully submitted,

M. L. Van Vliet

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APPENDIX III

December, 1976

SURVEY - STUDENT ATHLETIC FEE

20 Universities in Canada

INSTITUTION	STUDENT ATHLETIC FEE	Free Access to Athletic Facilities	Free Admission to Intercollegiate Games	Free Locker Room Privileges
U. of Toronto	$30.00	Yes	No	$3.00
Brock University	$14.50	Yes	No	
U. of Saskatchewan	$13.00	Yes	Yes	
Queen's University	$25.00	Yes	Yes	
Victoria	$ 7.85	Yes	Yes	$3.00
Carleton	$50.00	Yes	Yes	
Laurentian	$30.00	Yes	Yes	
Memorial	$20.00	Yes	Yes	
U. of Guelph	$24.00	Yes	No	
U. of Alberta	$15.00	Yes	Yes	
U. of Western Ontario	$24.00	Yes	No	$5.00
U. of Calgary	$25.00	Yes	Yes	
U. of Waterloo	$22.00	Yes	Yes	
Prince Edward Island	$20.00	Yes	Yes	
Mount Allison U.	$20.00	Yes	Yes	
Lakehead U.	$25.00	Yes	Yes	
Royal Military College	$20.00	Yes	Yes	
Wilfred Laurier U.	$25.00	Yes	Yes	
Laval U.	$45.00	Yes	Yes	
McGill U.	$70.00	Yes	Yes	$2.00

Average Student Athletic Fee per Institution $25.00

Recommendation to Facilities Committee from Henry Janzen

1. Increase Student Users Fee to $20.00
2. Establish Special Fee for Non University Member $100.00 (Outline Privileges)
3. Alumni Family - Increase Fee from $40.00 to $50.00
4. Alumni Single - Increase Fee from $20.00 to $30.00
5. Staff - Increase Fee from $20.00 to $30.00

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APPENDIX IV

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The University of British Columbia

The Effect of Air Fare Increases (1973-74 to 1976-77)

in The C.W.U.A.A. League Sports - Football, Basketball, Hockey

December, 1976

Group Air Fares from Vancouver

	Calgary	Edmonton	Saskatoon	Winnipeg
1973-74	60.00	66.00	88.00	126.00
1974-75	74.00	82.00	108.00	150.00
1975-76	97.00	108.00	136.00	186.00
1976-77	112.00	124.00	156.00	212.00
Percentage increase	(86.7)	(87.9)	(77.3)	(68.3)
1977-78	120.00	130.00	166.00	224.00

Football Air Travel (Group of 34 - single round schedule)

	Calgary	Edmonton	Saskatoon	Winnipeg	Total
1973-74	2,040.00	2,244.00	2,992.00	4,284.00	11,560.00
1974-75	2,516.00	2,788.00	3,672.00	5,100.00	14,076.00
1975-76	3,298.00	3,672.00	4,624.00	6,324.00	17,918.00
1976-77	3,808.00	4,216.00	5,304.00	7,208.00	20,536.00
			Percentage increase		(77.6)
1977-78	4,080.00	4,420.00	5,644.00	7,616.00	21,760.00

Ice Hockey Air Travel (Group of 20 - double round schedule

	Calgary	Edmonton	Saskatoon	Total
1973-74	2,400.00	2,640.00	3,520.00	8,560.00
1974-75	2,960.00	3,280.00	4,320.00	10,560.00
1975-76	3,880.00	4,320.00	5,440.00	13,640.00
1976-77	4,480.00	4,960.00	6,240.00	15,680.00
			Percentage increase	(83.2)
1977-78	4,800.00	5,200.00	6,640.00	16,640.00

Basketball Air Travel (Group of 12 - single round schedule

	Calgary	Edmonton	Saskatoon	Lethbridge*	Total
1973-74	720.00	792.00	1,056.00	720.00	3,288.00
1974-75	888.00	984.00	1,296.00	888.00	4,056.00
1975-76	1,164.00	1,296.00	1,632.00	1,164.00	5,256.00
1976-77	1,344.00	1,488.00	1,872.00	1,344.00	6,048.00
				Percentage increase	(84.)
1977-78	1,440.00	1,560.00	1,992.00	1,440.00	6,432.00

* Note - Lethbridge travel calculated to Calgary

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UNIVERSITY OF MANITOBA

Travel Budget for:

Sports	1972-73	73-74	74-75	75-76
1. Basketball (Female)	5100	5200	6400	
2. Basketball (Male)	4800	5000	5300	
3. Cross Country	2200	2200	2300	
4. Field hockey	2400	1000	800	
5. Football	14500	14500	17500	SAME
6. Gymnastics (Coed)	1100	1900	2900	
7. Hockey	6400	6900	7700	AS
8. Judo	500	800	500	
9. Soccer	1500	350	1200	LAST
10. Female Swimming	2200	2200	4100	
11. Male Swimming	2700	2700	3800	YEAR
12. Track & Field (Coed)	2700	4100	3900	
13. Female Volleyball	1600	1600	3900	
14. Male Volleyball	1300	2300	3500	
15. Wrestling	1900	1900	1000	
16. Synchronized Swimming	1300	1300	300	
17. Female Curling	700	300	000	
18. Male Curling	600	300	000	
TOTAL	53,500	54,500	65,100	65,100

Due to inflation, travel costs have increased from 1972 to 1976 by 60%.
The University of Manitoba travel budgets for this same period
of time were increased by 21%.

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THE IMPACT OF INCREASED TRAVEL COST ON INTERCOLLEGIATE ATHLETIC PROGRAMS IN WESTERN CANADA UNIVERSITIES

SECTION III

1. COMPARISON OF TRAVEL BUDGETS AND ATHLETIC PROGRAMS OFFERED AT LAURENTIAN UNIVERSITY IN SUDBURY, ONTARIO AND THE UNIVERSITY OF VICTORIA.

	LAURENTIAN ATHLETIC BUDGET		U-VIC ATHLETIC TRAVEL BUDGET
	Travel	Total Allocat.	
1975-76	$48,000	$58,000	$ 59,582.00
1976-77	$50, 00	$72,000	$ 78,582.00
1977-78	$55,900	$74,000	$ 70,325.00

LAURENTIAN UNIVERSITY ATHLETIC PROGRAM	U-VIC ATHLETIC PROGRAM
Men & Women's Volleyball	Men & Women's Volleyball
Men & Women's Basketball	Men & Women's Basketball (& J.V.)
Soccer	Soccer
Track and Field	Track and Field
Cross Country Skiing	Cross Country
Alpine Skiing	Men & Women's Field Hockey
Ice Hockey	Gymnastics
Gymnastics	Rugby
Cross Country	
Women's Field Hockey	

Laurentian University, which has the farthest distance to travel in the Ontario Universities' Athletic Association, travels via bus and van within the Province for their competition. Only the competition outside of their conference do they use air travel and that does not include the travel to Quebec competitions. Their men and women's basketball teams play an extensive non-conference schedule against top competition. Their soccer team plays in the O.U.A.A. in league competition. The men and women's volleyball teams have more "league" type competition than Western Volleyball teams. As well as operating these expensive team sports with extensive schedules, they offer the sport of hockey, which occupies roughly 1/4 to 1/3 of their athletic budget.

Continued...

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The University of Victoria has the farthest distances to travel in Canada West. All travel to league competition (other than to U.B.C.), must be done via the air lines. The U-VIC travel allocation, which basically covers minimal competition in the Canada West sports and some local competition, is very close in size to the total allocation for athletics at Laurentian University. Yet, Laurentian, despite being on the fringe of the O.U.A.A., is able through efficient use of resources, to find competition suitable to allow their athletes to develop close to their potential. U-VIC on the other hand, can barely meet the costs of travel within the Canada West Conference and cannot afford to send their athletes on trips for badly needed top calibre exhibition competition.

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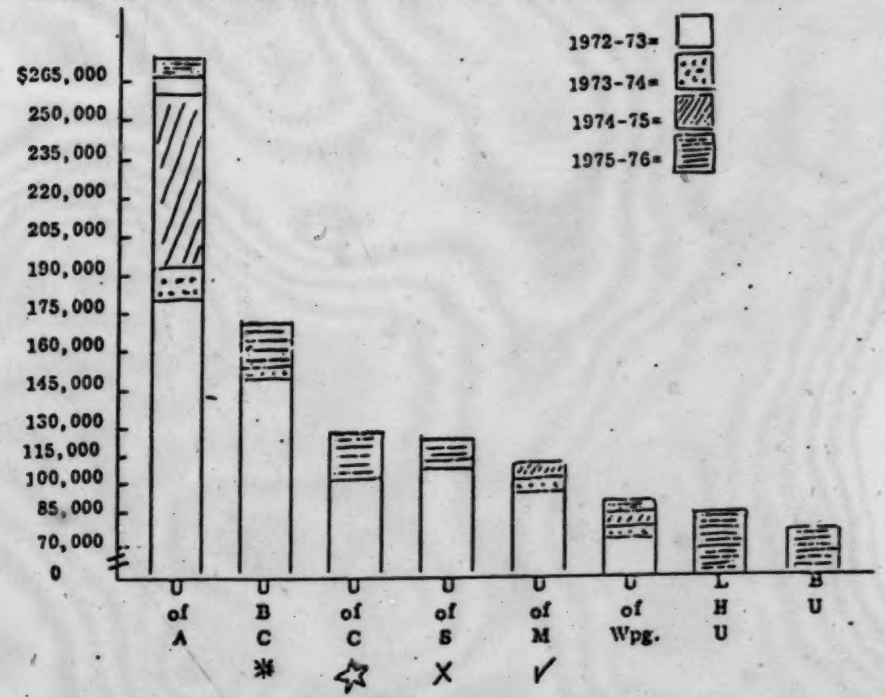
ATHLETIC BUDGETS OF SEVERAL WESTERN CANADIAN UNIVERSITIES



✳ 1974-75 - budget was reduced to $128,000

☆ 1973-74 - budget reduced to $78,000

X 1973-74 - budget reduced to $95,000

✓ 1975-76 - same as last year

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WESTERN CANADIAN UNIVERSITY SURVEY
ON INTERSCHOLASTIC COSTS

I. Financial commitment to University inter-collegiate programs.

SCHEDULE I

UNIVERSITY	5 YR. % AVERAGE (INCREASE)	FINANCE 1972/73	FINANCE 1976/77	PROGRAMS 1972/73 M	PROGRAMS 1972/73 W	PROGRAMS 1976/77 M	PROGRAMS 1976/77 W
University of Alberta	47.3	110,512	161,602	21	11	23	17
Brandon University	58.5	41,000	65,000	6	3	2	2
University of British Columbia	79.1	121,257	217,079	25	12	~~25~~ 24	~~12~~ 16
University of Calgary	52.5	82,437	125,750	21	13	9	7
University of Lethbridge	23.0	26,000	32,000	6	5	5	4
Lakehead University	78.0	41,000	73,000	9	7	6	4
University of Manitoba	40.0	95,000	133,000	13	8	10	8
University of Regina	118.0	18,350	47,000	4	4	3	3
University of Saskatchewan	50.2	96,850	145,404	8	5	10	6
University of Victoria	96.0	51,857	100,000	17	10	10	8
University of Winnipeg	10.0	85,000	93,500	6	5	5	4
Average Increase	59.3	769,258	1,193,335	219		~~198~~ 185	

Interpretation

1. Increase in expenditures in interscholastic programs over five years has been $424,077, which is an average of 59.2% over the same period of time.

2. Programs in the interscholastic area have decreased from 219 in 1972/73 to ~~198~~ 185 in 1976/77, which is a 16.9% drop in programs and relative participation.

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II. Financial commitment to inter-collegiate travel.

SCHEDULE II

UNIVERSITY	5 YR. AVERAGE % INCREASE	FINANCE 1972/73	FINANCE 1976/77
University of Alberta	37.0	78,000	117,000
Brandon University	8.0	25,000	23,000
University of British Columbia	37.7	90,000	124,000
University of Calgary	72.3	47,000	81,000
University of Lethbridge	1.2	20,000	24,000
Lakehead University	281.9	15,500	61,000
University of Manitoba	67.2	58,000	97,000
University of Regina (4 years)	107.0	13,900	29,000
University of Saskatchewan	8.6	58,000	63,000
University of Victoria (4 years)	17.0	41,000	48,000
University of Winnipeg	38.8	36,200	50,000
Average Increase	37.8	482,600	717,000

Interpretation

1. Increase in expenditure on travel over five years in the interscholastic programs is $234,400, which is an average of 37.8%.

2. It should be clear in relating Schedule II to Schedule I in the percentage of increase of expenditures that while there has been 59.3% increase in program support by universities much of that increase, as shown by 37.8% (Schedule II) has been eroded by travel costs. Therefore, leaving only a small percentage for other factors in program development, [illegible] is reflected [illegible] an actual decrease in programs as per Schedule I.

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APPENDIX V

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The Honourable Dan Bawlf,
Minister of Recreation and Conservation,
Parliament Buildings,
Victoria, B.C.

Dear Mr. Bawlf:

Last November Mr. Bob Osborne, Director of U.B.C.'s School of Physical Education and Recreation, wrote to you about the contributions the universities in the Province are making towards amateur sport, and the urgent problems the universities are facing with respect to maintaining their athletic programs in light of rising costs.

The University of B.C. and the University of Victoria are affiliated with the Canada West University Athletic Association, and with the Canadian Intercollegiate Athletic Union. This affiliation involves participation by both universities in a number of sports, on either a league or tournament basis, with the universities in Alberta and Saskatchewan, and where applicable in national collegiate championships for men and women.

We, along with our sister universities on the prairies, have been concerned for some time about the increasing air fares, as well as other costs associated with conducting an intercollegiate program. These concerns were expressed to the Canadian Intercollegiate Athletic Union and to Sports Canada, in a brief prepared in 1976 by Dr. David Anderson of the University of Winnipeg and Mr. Bob Osborne of U.B.C.. This resulted in meetings at the Federal level, and in addition the C.I.A.U. Executive met with the Provincial Directors of Sport and Recreation, to see what could be done to develop some type of Federal-Provincial funding which would assist the universities in the west with their travel problems.

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At the request of the C.I.A.U. Dr. Anderson, in April, updated the brief, and a copy is enclosed for your information. In light of the discussions which are going on at other levels, and in particular those discussions involving representatives from the Government of B.C., we would appreciate it very much if you could find time in your busy schedule to meet with athletic representatives from U.B.C. and the University of Victoria. Bob Osborne will be away from the campus during the month of June, so if anything can be arranged towards the end of this month, or failing that later in the summer we would be most grateful.

Yours very truly,

R. J. Phillips,
Athletic Director

RJP/sl

Encl.

c.c. Mr. R.F. Osborne
Dr. Eric Vogt
Dr. Bruce Howe
Mr. Ken Shields
Mrs. Marilyn Pomfret
Dr. H. Nerdam

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Province of
British Columbia

OFFICE OF THE MINISTER

Ministry of
Recreation and
Conservation

Parliament Buildings
Victoria
British Columbia
V8V 1X4

September 2, 1977.

Mr. R.J. Phillips,
Athletic Director,
University of British Columbia,
War Memorial Gymnasium,
2075 Wesbrook Place,
VANCOUVER, B.C.
V6T 1W5

Dear Mr. Phillips,

I understand the substance of Dr. David Anderson's Brief of last April on Funding for University Athletic programmes, which you sent me last May 11, has been discussed with you by staff. This letter is intended as a written acknowledgement of yours.

I appreciated receiving the information contained in your letter and the Brief. All post-secondary educational institutions deserve much credit for the excellent intramural and intercollegiate athletic programmes offered to their students.

The volume of financial requests to the Provincial Government for financial support of fitness and amateur sport programmes has become substantial and continues to increase. A considerable proportion of the assistance already allotted to Provincial sports associations is for travel to Canadian championships and international competition. The Provincial Government cannot at this time, with the funds available, extend grant assistance to subsidizing travel for intercollegiate athletic competition.

In view of this, and until such time as it is practicable to change Provincial Government travel support policy, I would suggest that the meeting you were seeking between representatives from the Athletic Departments at U.B.C. and UVic, and myself would not be productive for you.

I thank you for your interest and for keeping me informed about intercollegiate athletic programmes.

Sincerely yours,

Sam Bawlf
Minister of Recreation
and Conservation

RECEIVED
SEP 1977
ATHLETIC OFFICE U.B.C.

APPENDIX VI

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INTERCOLLEGIATE ATHLETICS

FACULTY OF PHYSICAL EDUCATION
THE UNIVERSITY OF CALGARY

1978-10-02

Administration:
Dennis M. Kadatz
Associate Dean (Services)
(403) 284-5981

Joan Vickers
Women's Athletic Director
(403) 284-6471

Don Nelson
Athletic Therapist
(403) 284-7125

Sports Information Director
(403) 284-5683

Business Manager
(403) 284-3403

Coaches:
Basketball
Gary Howard (Men)
Marilyn McNeil (Women)
(403) 284-6471

Cross Country
Doug Kyle
(403) 268-1528

Curling (Women)
Marilyn McNeil
(403) 284-6471

Football
Mike Leshuk
(403) 284-6471

Gymnastics
Shiro Tanaka (Men)
Mariko Sabiston (Women)
(403) 284-6471

Field Hockey (Women)
(403) 284-6471

Ice Hockey
George Kingston
(403) 284-6548

Swimming & Diving
Doug Clover (Swimming)
(403) 260-1305
Lawrence Smith (Diving)
(403) 284-6471

Volleyball
Brad Kilb (Men)
Theresa Maxwell (Women)
(403) 284-6471

Wrestling
Bill Emmick
(403) 284-6471

To: Directors of Athletics
C.W.U.A.A. and G.P.A.C.

Ladies and Gentlemen:

Re: Travel Assistance for Sports leading to National Championships

Attached please find a copy of a proposal submitted to the C.I.A.U. Board of Directors and approved at its meeting of September 25, 1978. The C.I.A.U. will approach Sport Canada regarding the availability of funds.

In the meantime, please read sections C and D carefully and retain all air tickets for travel reimbursement.

Yours sincerely,

Dennis

Dennis M. Kadatz,
Associate Dean
(Services).

attach.

Copy to: John Dewar, President CWUAA
Pat Jackson, Secretary-Treasurer, CWUAA
Neil Sherlock, President GPAC

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1978-1979 CWUAA and GPAC Travel Summary

AIRFARE ESTIMATES FOR OUT-OF-PROVINCE TRAVEL IN SPORTS LEADING TO NATIONAL CHAMPIONSHIPS

A. C.W.U.A.A.	U. of A.	U.B.C.	U. of C.	U. of L.	U. of S.	U. of V.
Basketball	9,216.	14,688.	8,736.	12,816.	17,160.	14,352.
X Country	-	1,104.	-	-	960.	972.
F. Hockey	1,590.	2,580.	1,620.	-	-	2,580.
Football	15,656.	25,384.	15,352.	-	19,114.	-
Gymnastics	-	2,040.	-	-	-	2,010.
Hockey	9,680.	17,360.	9,360.	-	15,000.	-
Soccer	3,720.	4,470.	3,885.	-	6,045.	4,860.
Swim & Dive	4,352.	-	4,032.	-	-	-
T & F	-	5,712.	-	-	4,410.	5,628.
Volleyball	6,292.	8,008.	6,084.	-	7,202.	7,956.
Wrestling	1,590.	2,580.	1,620.	-	-	-
	52,096.	83,926.	50,689.	12,816.	69,891.	38,358.

C.W.U.A.A. TOTAL: $307,776.

B. G.P.A.C.	B.U.	L.U.	U. of M.	U. of R.	U. of W.
Basketball	2,786.	12,336.	5,376.	9,168.	5,376.
X Country	-	-	*1,504.	-	-
F. Hockey	-	3,480.	-	1,620.	-
Football	-	-	26,600.	-	-
Gymnastics	-	-	*2,550.	-	-
Hockey	4,644.	14,920.	6,640.	13,120.	6,640.
Soccer	-	3,480.	1,740.	-	1,740.
Swim & Dive	-	3,712.	*7,488.	-	-
T & F	-	-	*7,140.	-	-
Volleyball	-	-	2,808.	-	2,808.
Wrestling	-	2,491.	-	-	-
	7,430.	40,418.	61,846.	23,908.	16,564.

* Travel to CWUAA Championships in sports where there is no GPAC competition.

G.P.A.C. TOTAL: $150,166.

GRAND TOTAL: $457,942.

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C. CRITERIA

1. Grants will be provided only in sports leading to CIAU National Championships.
2. For 1973-79 Grants will be provided only for conference travel, plus travel to CWUAA for University of Manitoba in sports where GPAC has no competition.
3. For 1978-79 grants will be provided for conference travel and regularly scheduled interlocking travel.
4. Grants will be provided only for interprovincial air travel.
5. Travel parties are to be the same complement as those provided for in CIAU National Championships and/or conference play whichever is less.
   a) Basketball - Men and Women - 24 group rate
   b) Cross Country - Men only - 8 individual rate
   c) Field Hockey - Women only - 15 group rate
   d) Football - Men only - 38 group rate
   e) Gymnastics - Men and Women - 15 group rate
   f) Hockey - Men only - 20 group rate
   g) Soccer - Men only - 15 group rate
   h) Swimming and Diving - Men and Women - 32 group rate
   i) Track and Field - Men and Women - 42 group rate
   j) Volleyball - Men and Women - 26 group rate
   k) Wrestling - Men only - 15 group rate
6. The maximum number of games for conference and/or interlocking play in hockey to be 32 with only the interprovincial air travel eligible for subsidy.
7. The maximum number of games for conference and/or interlocking play in basketball to be 22 games with only the interprovincial air travel eligible for subsidy.
8. The maximum number games for conference and/or interlocking play in volleyball to be 5 tournaments with only the interprovincial air travel eligible for subsidy.
9. The maximum number of games for conference and/or interlocking play in football to be 10 with only the interprovincial air travel eligible for subsidy.
10. The maximum number of games for conference and/or interlocking play in soccer to be 10 with only the interprovincial air travel eligible for subsidy.
11. The maximum number of tournaments for all other sports to be 3 with only the interprovincial air travel eligible for subsidy.
12. It is understood that each individual university's contribution for travel will not be reduced from the 1977-78 base year.
13. The subsidy shall be pro-rated in relation to the air travel expenditures in the 1978-79 program.
14. No institutions will be eligible until they submit the following base line information.
   a) 1977-78 actual detailed expenditures for transportation.
   b) 1977-78 actual detailed expenditures for on site expenses.
   c) 1977-78 actual Total operating budget for interuniversity athletics.

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D. ADMINISTRATIVE PROCEDURES

1. Each institution shall submit to the CIAU National Office for the pro-rated reimbursement the AIR TICKETS AND PROOF OF PAYMENT for approved travel, for amounts not to exceed the approved criteria.
2. Submissions shall be made twice per year:
   a) on or before January 15 for travel prior to January 1, with payment by the CIAU prior to January 31;
   b) on or before March 15 for travel after December 31, with payment by the CIAU prior to March 31;
   c) it is understood any unclaimed amounts will be pro-rated to all other claims with payment by the CIAU prior to March 31.

E. RECOMMENDED INITIAL PRO-RATED SUBSIDY

Estimated Total CWUAA/GPAC	$ 457,945.
Estimated Taxes - approx. 8%	35,000.
Total Estimate	492,945.

$$\frac{\text{Sport Canada Grant} \times 100\%}{\text{CWUAA/GPAC Est. Total}} = \frac{350{,}000. \times 100\%}{492{,}945.} = 71\%$$

Recommendation - 70%

Prepared and submitted by
Dennis M. Kadatz
September 22, 1978

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CANADA

MINISTER OF STATE
FITNESS AND AMATEUR SPORT

MINISTRE D'ÉTAT
SANTÉ ET SPORT AMATEUR

OTTAWA, K1A 0X6
July 18, 1979.

Mr. Robert Pugh,
Executive Vice-President,
Canadian Interuniversity
Athletic Union,
333 River Road,
Vanier, Ontario.
K1L 8B9

Dear Mr. Pugh:

This is to confirm that the Fitness and Amateur Sport Branch will provide a $190,000 contribution this fiscal year to assist the Canadian Interuniversity Athletic Union in offsetting its heavy travel costs particularly in the Western and Atlantic Regions.

You will recall that, last year, a sum of $500,000 was identified by Loto Canada as the amount it would make available through the Branch to help alleviate travel costs. Such a contribution was to have been a "one-time" measure pending possible fare relief from the airlines. It was also dependent upon Loto Canada revenues. I regret to advise you that Loto Canada revenues have, of late, dwindled markedly and though I fully recognize the importance of this contribution to university travel, this reduced amount ($200,000) is the maximum I can authorize.

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Mr. Robert Pugh

I trust you will understand and appreciate the dilemma that confronts us. While on the one hand we recognize the great value in our assisting travel, we must also operate within the limits of the reduced fiscal resources we have at our disposal.

The arrangements necessary for such a contribution will, I trust, be worked out between officials of the Branch and your Union.

Yours sincerely,

Steve E. Paproski

333 River Road Vanier City Ontario K1L 8B9

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COPIE DE QUALITEE INFERIEURE

CIAU USIC

CANADIAN INTERUNIVERSITY ATHLETIC UNION

UNION SPORTIVE INTERUNIVERSITAIRE CANADIENNE

July 27, 1979

The Honourable Steve Paproski,
Minister of State,
Fitness and Amateur Sport,
365 Laurier Avenue West,
Ottawa, Ontario

Dear Mr. Minister:

Please be advised the CIAU is in receipt of your letter dated July 18, 1979, in which you have informed us that the anticipated Travel Equalization Grant has been drastically reduced from $450,000 received in 1978-79 to $190,000 for 1979-80.

We trust you have been advised as to the purpose of these monies and the positive effects the financial support received from the federal government last year had on the athletic programs presently being offered at Canadian universities. Also we assume you are fully aware of the implications a $260,000 short fall in financial assistance from your ministry will have on our programs in the immediate future. Schedules have been established on the premise that similar support will be forthcoming as was received in 1979.

Travel Equalization monies were allocated by the CIAU to universities in Western Canada and to Memorial University and its fellow universities in the Atlantic Provinces. This was to provide institutions in these particular areas an opportunity to continue to offer their students viable intercollegiate athletic programs.

CIAU member institutions collectively allocate millions of dollars annually to intercollegiate athletics and last year's assistance by the federal government encouraged CIAU member institutions to continue with this very important facet of our Canadian culture. The reduction of such support will mean the demise of many athletic activities, both male and female, at the university level.

The following provides you with some indication as to the effect any severe reduction of funds to the CIAU Travel Equalization Grant could have on athletic programs at universities located in Western and Eastern Canada.

1. The discontinuation of interlocking schedules in men's and women's basketball and ice hockey between universities in the Canada West Universities Athletic Association (CWUAA) and Great Plains Athletic Conference (GPAC). This will reduce the program in these activities at every university west of Thunder Bay.

...

333 River Road, Vanier City, Ontario K1L 8B9

2. The withdrawal of Memorial University from Atlantic Intercollegiate Athletic Association ice hockey and men's or women's basketball programs.

3. Lack of financial assistance with the $35,000 football travel budget of the University of British Columbia and the University of Manitoba could cause these two institutions to withdraw from the Western Intercollegiate Football Conference.

4. Reduction as to the number and quality in Western Universities invitational tournaments in men's and women's volleyball, swimming and diving and gymnastics.

5. The lack of opportunity of Memorial University to host an AUAA championship event due to insufficient travel assistance to universities from other Atlantic Provinces to travel to Newfoundland.

6. Reduction in the number of universities in the Atlantic provinces travelling to Newfoundland to participate with Memorial University in field hockey, soccer, men's and women's volleyball and swimming and diving, thus, depriving Memorial of any opportunity to provide its students viable athletic programs in these activities.

Because of these changes some universities may decide to discontinue offering programs in the above listed activities.

The CIAU is cognizant of the fact that monies for the Travel Equalization Grant were provided from Loto Canada receipts. We are also aware that this source of revenue could be discontinued because of the position the federal government may assume regarding future involvement in lottery programs. However, we were led to believe that if Loto Canada is to be discontinued, monies would be made available to sport by the federal government that would compensate for any lost revenue.

It is with this in mind we ask that you review the matter taking into account the serious effects the loss of federal government support will have on the intercollegiate athletic programs at Canadian universities. We sincerely trust you will find it possible to extend to the CIAU similar financial support as was received last year.

Yours sincerely,

Robert W. Pugh,
Executive Vice President

c.c. CIAU member institutions
Dr. Petch, Chairman, Council of Western Universities Presidents
Chairman, Council of Atlantic Provinces Universities Presidents

333 River Road Vanier City Ontario K1L 8B9

FINE PRINT

CANADA

MINISTER OF STATE
FITNESS AND AMATEUR SPORT

MINISTRE D'ÉTAT
SANTÉ ET SPORT AMATEUR

OTTAWA K1A 0X6
August 9, 1979

Mr. Robert W. Pugh
Executive Vice President
Canadian Interuniversity Athletic Union
333 River Road
Vanier City, Ontario
K1L 8B9

Dear Mr. Pugh:

Thank you for your correspondence of July 27, 1979 regarding federal government support of travel costs for Canadian Universities in the Western and Atlantic Regions.

I understand the concerns you have brought to my attention, especially the negative effects of the reduced level of funding for the 1979-80 fiscal year. The inability of universities in the Canada West Universities Athletic Association (CWUAA) and the Great Plains Athletic Conference (GPAC) to undertake, for the first time, interlocking schedules in two major sports is indeed unfortunate. The effects of the reduction in funding are perhaps even more dramatic on Memorial University in that their involvement in the Atlantic Intercollegiate Athletic Association (AUAA) will be severely limited.

There is no doubt in my mind that the financial assistance provided to the CIAU last year gave a tremendous boost to university athletic programs. For some universities, it allowed an expansion of current programs while in other cases, it eliminated possible program reductions. I would like to make it quite clear to the university community that I find no fault with the intent of the travel subsidy program.

However, the present period of fiscal restraint has precluded maintaining the federal contribution at last years level. Further, it is difficult at the present time to hold out any promise, or to even speculate, on the possibility of increased funding for this program.

.../2

Mr. Robert W. Pugh

I trust that you will appreciate the mutual dilemma that we face. You may rest assured that my Ministry is fully supportive of the continuing efforts of the CIAU in the development of amateur sport and I look for your cooperation in ensuring that university sport programs will continue to prosper despite our current fiscal climate.

Yours sincerely,

Steve E. Paproski

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CIAU
USIC
CANADIAN INTERUNIVERSITY ATHLETIC UNION
UNION SPORTIVE INTERUNIVERSITAIRE CANADIENNE

September 13, 1979

MEMORANDUM TO: C.I.A.U. Member Institutions

MEMORANDUM FROM: Robert W. Pugh, Executive Vice President

SUBJECT: 1979-80 Travel Equalization Grant

All members are aware of the fact the Minister of State for Fitness and Amateur Sport, the Honourable Steve Paproski, has considerably reduced the 1979-80 Travel Equalization Grant.

A copy of my letter to the Minister dated July 27th, in response to his, which he indicated the C.I.A.U. could expect to receive $190,000.00 in 1979-80, was circulated to the membership. Attached is a letter from Minister Paproski, dated August 9th.

Since receipt of this information, I have had a meeting with Minister Paproski and Mr. Al Rae of Sport Canada to discuss in depth the ramifications caused to intercollegiate athletics because of cutbacks in the travel equalization program. Along with this a delegation of Bus Phillips, George Kehoe, Neil Sherlock, Henry Janzen, Roger Jackson and Dr. Norm Wagner of the University of Calgary, met with the Minister on August 28th to discuss the obvious problems.

As a result of these strategies, there has been an effort on the part of Mr. Paproski to improve the situation.

The attached telegram informs us that an amount of $100,000.00 has been added to the original figure of $190,000.00, to bring the total to $290,000.00 for 1979-80. This is still $135,000.00 short of last year's figure.

This is certainly most encouragining and shows concern and interest on the part of Mr. Paproski, however, it is most important that all members continue to impress upon their respective local members of Parliament the need for the Federal Government to provide financial support to the intercollegiate athletic program.

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The $135,000.00 shortfall will require many revisions in the schedules of C.W.U.A.A., G.P.A.C., and the A.U.A.A. It will inhibit and curtail growth in the intercollegiate athletic program across the country. It will require a concerted effort on the part of the total membership of bringing pressure on the governments to improve the situation.

RWP:gt

Attach.

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Dr. Norman Wagner,
President and Vice-Chancellor,
University of Calgary.

Reference matter of federal government financial support toward travel subsidy for AUAA, C-PAC and Canada-West CIAU Conferences. After consideration of situation as presented by CIAU Executive Vice-President and your delegation, I am pleased to advise you that I have approved an additional $100,000 for the travel subsidy. This additional amount will be payable after 1 April 1980. Details regarding total travel subsidy will be worked out by officials of CIAU and the Fitness and Amateur Sport Branch.

Paproski

FINE PRINT

The University of Calgary
2930 24 AVE. N.W.
CALGARY, CANADA
T2N 1N4

PRESIDENT AND VICE-CHANCELLOR
(403) 284-5617

18 September 1979

The Hon. Steve Paproski
Minister of State
Fitness, Amateur Sport, and
Multiculturism
Government of Canada
Ottawa, Ontario
K1A 0X6

Dear Steve:

I have not communicated personally with you since you notified me by telegram on 6 September of your decision to augment the previously agreed to amount for intercollegiate travel by $100,000.

While the Presidents of the several athletic conferences have made public statements on your decision, the University Presidents have made no comment. You will recall that I did mention to you that no public statement would be forthcoming from me prior to further discussions with you.

At the recent meeting of the AUCC Executive Committee I was empowered to seek a meeting with you on behalf of Canada's Universities to discuss prospects for the future. We feel that we must obtain a clearer picture of the commitment of you and your Government to continued involvement in support for national sport, especially as it affects the resources of the Universities.

I would suggest that AUCC be represented by the four regional Chairmen of Universities, whose names appear at the foot of this letter, and Mr. Ed Zemrau, President of CIAU. We would be delighted to meet with representatives of your Ministry at a mutually agreeable time.

I do not wish to pressure you for a decision on this meeting, but I have convened a meeting of the Western Presidents for 14 October in Banff, and I will have to provide a full report at that time, and we will likely have to answer the numerous questions already being asked by the press as well faculty and students interested in the future of Canadian amateur sport.

...../2

RECEIVED SEP 2 6 1979

Please regard this offer of a meeting as an earnest attempt on our part to clarify the roles which your Ministry and the Universities of Canada can play in advancing the cause of amateur sport in our country.

I look forward to your response.

Cordially,

Norman E. Wagner, Ph.D.
President and Vice-Chancellor

NEW:rl

Dr. P. Meinke - P.E.I., Atlantic
Dr. J.G. Paquet - Laval, Quebec
Dr. R.L. Watts - Queen's, Ontario
Dr. N.E. Wagner - Calgary, Western
Mr. Ed Zemrau - CIAU

FINE PRINT

Minister responsible for Fitness and Amateur Sport
Ministre responsable de la Condition physique et du Sport amateur

OTTAWA K1A 0X6
December 1, 1980

Mr. Jack Masters, M.P.
Thunder Bay - Nipigon
House of Commons
Ottawa, Ontario
K1A 0A6

Dear Mr. Masters:

Thank you for your letter of November 4, 1980 regarding Fitness and Amateur Sport travel equalization subsidies for interuniversity sports.

I am pleased to advise you that authority has been granted to re-institute this program at the $400,000 level. Of this amount, the Canadian Interuniversity Athletic Union (C.I.A.U.) will receive $378,000 and Simon Fraser University in British Columbia the remaining $22,000.

Your continued interest in this matter is appreciated.

Yours truly

Gerald A. Regan

FINE PRINT

OTTAWA OFFICE
Room 487-WB
House of Commons
Ottawa, Ontario
K1A 0A6
Phone 613-992-2406

HOUSE OF COMMONS
CHAMBRE DES COMMUNES
CANADA

Jack Masters, M.P.
(Thunder Bay - Nipigon)

CONSTITUENCY OFFICE
17 St. Paul Street
Thunder Bay, Ontario
P7A 4S4
Phone 807-345-2166

December 10, 1980.

Mr. Ken Coffin
Athletic Director
Lakehead University
Thunder Bay, Ontario
P7B 5E1

RECEIVED DEC 12 1980

Dear Ken:

I am sure you will be pleased to know as per the attached letter from the Honourable Gerald Regan, that authority has been granted to re-institute the Fitness and Amateur Sport travel equalization subsidies for university sports at the $400,000 level.

I thank you for bringing the matter to my attention and am pleased that the minister has responded so quickly and so positively.

Thank you for keeping me informed. Best regards.

Yours sincerely,

Jack Masters

cc Robert W. Pugh

APPENDIX VII

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department of athletic services

FACULTY of PHYSICAL EDUCATION and RECREATION
the university of alberta ● edmonton, canada
T6G 2H9

January 30, 1981

Dear Colleague:

Mr. Rick Shaver, a graduate student in the Faculty of Physical Education and Recreation at the University of Alberta, is endeavouring, through careful research, to provide some insight into the funding problems presently encountered by intercollegiate sports programs in Canada. It is hoped that the information will assist in understanding some of our collective financial problems. As a result of this study, Rick will also attempt to provide some alternative solutions to the financial problems that face us now and in the future.

I would very much appreciate you giving him your assistance so that the results of the study may be pertinent and authentic.

Thank you.

Yours truly,

E. D. Zemrau
Chairman

EDZ/sh

FINE PRINT

DEPARTMENT OF PHYSICAL EDUCATION
FACULTY OF PHYSICAL EDUCATION AND RECREATION

March 17, 1981

Dr. H. Janzen
Director of Physical Education
School of Physical Education
University of Manitoba
WINNIPEG, Manitoba
R3T 2N2

Dear Dr. Janzen:

I am a graduate student in Physical Education at the University of Alberta. I have just completed five years of intercollegiate football which has given me insight and interest into intercollegiate sport.

I am presently developing my thesis study concerning the funding of intercollegiate athletics. A graduate student in Economics and myself are using a computer trend analysis which will employ a model designed to use budget figures to provide insight into specific costs of intercollegiate athletics in the future. A case study format at the University of Alberta will be used, utilizing fifteen years of budget data (1960-75) to predict costs of intercollegiate athletics in 1975-80. Thus, the model will have accountability, real world interpretation and assumptions which might allow it to be applied to forecasting future costs of athletics at the university level in Western Canada.

In order to have qualified factual insight into budgetary concerns of intercollegiate athletics and to provide dimension for the Study, I am asking for your assistance by the completion of the enclosed questionaire. The questionaire deals with the various factors which through the years have contributed to the escalating costs of conducting intercollegiate athletic programs in the Western Canadian Context.

Along with Manitoba, other universities involved in the survey are the University of British Columbia, the University of Calgary, the University of Saskatchewan and the University of Alberta. As I am sure you have noticed, all are members of the Western Intercollegiate Football League. Thus, it is hoped that by selecting schools with similar offerings and league committments, their comparable budgeting problems will give accurate insight into factors which have affected intercollegiate sport in Western Canadian universities with large scale programs.

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By identifying these factors, it will be possible to interpret the trend analysis model and revamp it for used in other Western Canadian (WIFL) schools.

Although the University of Manitoba is not a Canada West School, I believe that since your school supports a football team and has an extensive intercollegiate program, the factors which affect your budget are similar to the other four Canada West Schools.

Thank you for your time Dr. Janzen. I would appreciate the enclosed questionaire returned by April 6, 1981.

Yours truly,

Rick Shaver

encl.

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Instructions for Completing the Questionnaire

Introduction

As an individual who has been involved with intercollegiate sport at the university level during the last ten years, you are in tune with the financial problems which have contributed to escalating program costs for university athletics in Western Canada.

It is hoped that through this questionnaire, you will be able to rank budget problem areas relative to each year, as well as decide the level of severity that it posed to your program.

Some of the problems may require reference to budgets of particular years to decide their ranking. However, for the most part your own involvement should provide enough recollection to fill in the appropriate ranking. Your input through this questionnaire, is vital for the purpose of interpreting the trend analysis to provide insight into it's effectiveness and applicability for the future.

Deadline

Your co-operation is critical. Please attempt to find time in your busy schedule to return the completed questionnaire to the University of Alberta by Monday, April 6, 1981.

Category Definitions

Airfare - increase cost of ticket prices, fluctuation of group fares, . . .

Meals - prices of pre-season training table costs, meals provided during road trips, . . .

Accommodation - room rates of hotels and motels for travelling teams, . . .

Buses - costs of buses, trains, minibuses or any ground transportation for travelling teams, . . .

Insurance - policies to insure participants of any persons affiliated with the intercollegiate programs that are absorbed by the intercollegiate budget, . . .

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Equipment Supplier's Costs - any equipment purchases relative to the intercollegiate program. i.e. football gear, hockey sticks, basketball hoops, gymnastic mats, . . .

Equipment Quality - level of concern for durability of equipment purchases, not holding up as long, not getting as much use out of non-renewables (eg. footballs, hockey sticks, etc.), . . .

Equipment Maintenance - repair costs for any large items. eg. gymnastics' pommel horse, football blocking sled, . . .

Medical Supplies - costs of items to outfit a medical training service for university teams.

Canada West (G-PAC) Competition Committments - degree of concern for fulfilling league and tournament sport committments, season length, number of games, . . .

CIAU Committments - degree of concern for providing (other than CIAU travel grant) the remaining costs of sending teams to CIAU Championships.

Exhibition Games/Tournaments - costs of sending teams on exhibition trips, tournament committments, . . .

Hosting Championships - Cost of running Canada West/G-PAC, CIAU Championships.

Facility Rental, University or Other - costs of facility rental, charged by the university. If a particular facility is not available at the university, the cost of renting it from an outside organization.

Facility Maintenance - concern over heating lighting, up keep of pool, fields, arena. Direct charges to athletic program.

Fulltime/Part-time Coaching Salaries - level of concern over providing funds for full time and part-time coaching staff.

Administration Staff Salaries - level of concern over providing secretaries, program coordinators salaries, . . .

Facilities Staff - level of concern over providing maintenance staff, locker room personnel, rink personnel, . . .

Number of Intercollegiate Teams - level of concern over the magnitude of the program, too many varsity teams, JV teams, . . .

Sports Information Service - level of concern over costs of duplication, promotional activities, media relations, programs, . . .

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Relationship Between Men and Women - level of concern over increased demands for equality of money allottments to women's intercollegiate sports.

Student Fees - level of concern over declining enrollments, effecting activity fee allotted to intercollegiate athletics. Fees, not keeping up with inflation, . . .

Gate Revenue - level of concern over Revenue from spectator attendance.

University Contribution to Budget - level of concern over amount of faculty/university monitary contributions to the intercollegiate budget.

FACTORS AFFECTING INTERCOLLEGIATE BUDGETING

With reference to your school's intercollegiate program, please place the appropriate number which describes for each budget area, the degree of budgetary funding concern for the years 1970-1981.

1 - very serious problem 2 - serious problem 3 - routine problem 4 - small problem 5 - no problem

	Specific Problem Area	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979	1980	1981
Travel	Airfare												
	Meals												
	Accomodation												
	Buses												
	Insurance												
	Other _____												
Equipment	Suppliers Costs												
	Quality												
	Maintenance												
	Medical Supplies												
	Other _____												
Competition	Canada West Committments GPAC Committments												
	CIAU Committments												
	Exhibition Games/Tourn.												
	Hosting Championships												
	Other _____												
Facilities	Rental of facilites from Univ. or outside source for teams' use												
	Maintenance												
	Other _____												

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	Specific Problem Areas	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979	1980	1981
Salaries	Fulltime Coaches												
	Part-time Coaches												
	Administration Staff												
	Facilities Staff												
	Other _____												
Intercollegiate Teams	Number of Teams												
	Sports Information												
	Relationship between money alloted to men's and women's sports												
	Other _____												
University Related	Student Fees												
	Gate Revenue												
	University Contribution to Intercollegiate Budget												
	Other _____												

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Based on your institution's intercollegiate situation; past, present and your perception of the future, Please place the following potential budget problem areas in rank order. Eg. "1" - most serious budget problem; #10, #11, #12 - of least concern in that particular year.

Problem Area	1970	1972	1974	1976	1978	1980	1982	1984
Travel								
Equipment								
Competition Committments								
Facilities								
Salaries								
Male/Female Money Allottment								
Student Fees								
University/Faculty Contribution to Budget								
Other (list) _____								
_____								
_____								
_____								
_____								
_____								

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1. Source of Intercollegiate Athletics' operating income.

( )% General university budget
( )% Self-generated budget
( )% Athletic Department budget
( )% Faculty of Physical Education budget
( )% Student Athletic Fee
( )% Student Services Fee
( )% Provincial Government
( )% Federal Government
( )% Other (list) _____
( )% _____
( )% _____
( )% _____

2. For the 1970-75 period when projected budget expenses greatly exceeded projected income, the following recourse actions were possible solutions for you. Rank them in the order that your institution went about balancing your budget.

( ) Cut equipment
( ) Make up deficit from a University General Fund
( ) Cut capital expenses
( ) Cut schedules of intercollegiate sports teams
( ) Use an Athletic Reserve Fund (if available)
( ) Other (list) _____
( ) _____
( ) _____
( ) _____

3. For the 1975-80 period please list the above recourse actions that your institution utilized to cope with an unbalanced budget. Rank them in the spaces below using "1" for the most popular method.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Based on the escalating budget problem areas proposed in the questionaire, please outline potential answers to the funding dilemma, that could curb the ills which face intercollegiate sport in Western Canada (i.e. alumni, government, improving gate revenue, etc.).

March 24, 1981

Department of Athletic Services
University of Alberta
Edmonton, Alberta
T6G 2H9

I hope that you have recently received my brief questionnaire concerning the finance of intercollegiate sport at your university.

Further review and consideration of the questions on page 4 by members of my committee and myself, have led to the conclusion that it will be much more useful to take a different approach. Would you be good enough to replace page 4 in the original document with the new pages attached. I hope this has not caused any inconvenience.

Your participation will be greatly appreciated and in return for that cooperation I will provide a paper summarizing the study and conclusions. You are assured that confidentiality respecting institutions will be observed. The data will be analysed with a modern trend analysis procedure quite widely used in economics studies. Following receipt of the summary paper should any or all of you be interested in more detailed information about the study, I would be pleased to provide it.

If there are any questions about the revised questionnaire, please call me at (403) 432-3365. If I am not in, your call will be returned quickly.

Your schedule is full and these external requests can be bothersome. It is my hope that you will consider the value of the results to you and your university sufficient to justify responding as close to the April 6 date as is possible.

Yours sincerely,

Rick Shaver

RS:nmj
encl.

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Funding Sources of Annual Intercollegiate Budgets
1970 to 1980-81

1. It is likely that the documentation necessary to provide a precise answer to the following question is not readily available. Such documentation may not even exist. Even if it does, it is not the intention that you should go to an inordinate amount of time and effort to provide answers. What is desired is your best recollection and estimation of the situation that prevailed in each of the requested time periods. Please try to distinguish between sources of intercollegiate budget by utilizing the five point scale outlined below. The various possible sources of income itemized in the question are not necessarily mutally exclusive for institutionally specific reasons. If you find it very difficult to address the sources listed, please do the best you can with these categories and attach brief explanatory notes where necessary.

Please use the following Ranking Scale to indicate the relative importance of the following potential budget sources for your intercollegiate program. Enter the most appropriate symbol in each rectangle in the following table.

1 - not a significant budget funding source
2 - of little importance as a budgetary funding source
3 - of some importance as a budgetary funding source
4 - of real importance as a budget funding source
5 - of great importance as a budget funding source
N.A. - not applicable to our situation

	1970-71	1972-73	1974-75	1976-77	1978-79	1980-81
1. University general budget						
2. Self generated budget						
3. Athletic Department budget						
4. Faculty/School of Phys. Ed. budget						
5. Student Services fee						
6. Student Athletic fee						
7. Gate receipts						
8. Other Government funds						
9. Federal Government funds						
10. Other (attach a page if necessary)						

2. During the past decade, there were increasing pressures on budget allocations for intercollegiate sports for various reasons. Please rate the following sources of pressure as you perceive their importance over the decade of the 1970's.

	no importance	little importance	some importance	real importance	great importance	N.A.
1. Pressure from inflation: increased wages, travel equipment, costs to maintain existing programs combined with the difficulties of increasing revenues to meet rising costs.	1	2	3	4	5	N.A.
2. Pressure to extend or expand existing programs by increasing competition, more travel better equipment, etc.						
a) activities for men only	1	2	3	4	5	N.A.
b) activities for women only	1	2	3	4	5	N.A.
c) co-ed activities (swim., gymn., etc.)	1	2	3	4	5	N.A.
3. Pressure to add new programs in activities not previously sponsored at your university. Pressure in this case would include staffing, as well as facilities, travel and other expenses associated with proposed additional activities.						
a) activities for men only	1	2	3	4	5	N.A.
b) activities for women only	1	2	3	4	5	N.A.
c) co-ed activities (swim., gymn., etc.)						
4. Pressure because of threat or actual reduction of existing budget as a result of changing priorities within the:						
a) athletic dept. as a unit	1	2	3	4	5	N.A.
b) school or faculty	1	2	3	4	5	N.A.
c) undergraduate and graduate students	1	2	3	4	5	N.A.
d) university as a whole	1	2	3	4	5	N.A.

3. All universities had to respond to these pressures on the intercollegiate budget (as well as all other phases of budget). One important way in which this was done was to screen carefully and reduce or reject budget requests submitted for consideration for the upcoming year. Please indicate the relative importance, in your opinion, of each of the common measures to reduce or eliminate budget requests in the selected years shown on the chart below. Please try to make each judgement on the basis of your recall of the circumstances that prevailed at that time, or by referring to relavent documents from the period, or to other individuals who were involved. Note that this question specifically refers to action taken before the fact to try and reduce requests for budget allocations to levels considered realistic to match expected income.

Enter the most appropriate symbol; 1-5, or N.A. in each rectangle in the following table.

1 - not of any significant importance
2 - of little importance
3 - of some importance
4 - of real importance in reducing budget requests
5 - of great importance in reducing budget requests
N.A. - not applicable to our situation

	1970-71	1972-73	1974-75	1976-77	1978-79	1980-81
1. Reduce or eliminate requests for equipment purchase including uniforms, playing equipment, apparatus such as goals, mats, etc.						
2. Reduce or eliminate requested capital expenses other than those listed in #1 above, but directly and primarily required by the intercollegiate program.						
3. Reduce or eliminate maintenance and repair to equipment, specifically to meet standards of the intercollegiate program, other than items listed in #2 above.						
4. Reduce, but not eliminate travel and other expenses associated with particular sports aside from reducing allocations for equipment or repair.						

	1970-71	1972-73	1974-75	1976-77	1978-79	1980-81
5. Eliminate intercollegiate teams, whether men's, women's or co-ed.						
6. Others (add as many as necessary). _____ _____ _____ _____ _____						

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4. Another way of meeting these pressures on the budget might have been to increase existing income or to develop new sources of income. Please rate the relative importance (in your opinion) of <u>any increased or new sources</u> of income, generated to help meet requests for budget allocations for the selected years. Use the same rating scale (1-5, or N.A.) as in the previous question.

	1970-71	1972-73	1974-75	1976-77	1978-79	1980-81
1. Increase revenue from <u>current</u> general university funds.						
2. Increase <u>existing</u> student athletic fee.						
3. Increases in <u>existing</u> external grants, donations or sponsorships, other than scholarships.						
4. Generate <u>new</u> external grants, donations, sponsorships other than scholarships.						
5. Increase <u>existing</u> admission or season ticket prices to intercollegiate events.						
6. <u>Introduce</u> admission fees for intercollegiate events.						
7. Draw from an <u>existing</u> Athletic Dept. reserve fund.						
8. Draw from an <u>existing</u> general university reserve fund.						
9. Introduce <u>new</u> student fees other than admission to events.						

5. Despite best efforts to control expenditures by reducing or eliminating requests for funds, it was increasingly common throughout the 1970's to experience budget overruns which produced deficits that had to be met in some way. When this happened at your university it is likely that the situation was handled after the fact by a combination of measures, many of which may be listed below. Please indicate the relative importance of each of these measures for the selected years in meeting actual budget deficits. Again use the same rating scale (1-5, N.A.) as used previously.

	1970-71	1972-73	1974-75	1976-77	1978-79	1980-81
1. Increase upcoming student athletic fee to account for part or all of the accrued deficit.						
2. Draw from the athletic department reserve fund.						
3. Carry over the deficit by charging some proportion of it to next year's budget and relying on the university to write off the rest.						
4. Carry over the deficit by charging it in total against the next year's allocation.						
5. Draw from internal university sources such as a Dean's Account, President's Account, Board of Governors to pick up part or all of the deficit.						
6. Other methods of meeting a budget deficit after the fact. _____ _____ _____ _____						